

Course descriptions

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COURSE DESCRIPTION

Academic year: 2025/2026	
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: 3.	
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

Ethics:

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *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 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.

Notes:

Past grade distribution

Total number of evaluated students: 188

A	ABS	B	C	D	E	FX	M
53,72	0,0	12,23	11,7	6,91	10,64	3,19	1,6

Lecturers: PhDr. Ing. Monika Dávideková, PhD., prof. RNDr. Michal Greguš, PhD., Mgr. Eva Ticina, Ing. Oleksii Ilchenko

Last change: 23.09.2021

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 3.	
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 and their presentations (30 points), midterm test (20 points). Exam: Written (50 points). In the examination period according to the FM UK Schedule. Max. number of points for the final examination: 50 points. To obtain an A grade it is necessary to obtain at least 91 points, to obtain a B grade at least 81 points, to a C grade at least 73 points, to a D grade at least 66 points and to obtain an E grade at least 60 points are needed. Scale of assessment (preliminary/final): 50 / 50	
Learning outcomes: Students will be introduced to business ethics as an academic discipline. They will acquire theoretical knowledge of business ethics and learn to apply it through case studies and the resolution of ethical-economic dilemmas. They will develop the ability to design comprehensive programs and organizational policies related to human resource management, and to implement them appropriately in organizational practice (e.g., anti-discrimination, ethics, and compliance programs). Students will gain knowledge of performing human resource management functions in accordance with ethical principles. They will further cultivate skills in ethical decision-making and in identifying suitable or unsuitable candidates for managerial positions based on their ethical profiles. Overall, students will learn to recognize ethical issues in human resource management and address them at a professional level.	
Class syllabus: 1. Introduction to the Study: Ethics and morality. 2. The Essence of Business Ethics: Profit versus ethics; origins, nature, and subject of business ethics; different levels of intersection between ethics and economics. 3. Corporate Social Responsibility: The essence of the concept of corporate social responsibility. 4. Stakeholder Theory. 5. Human Rights in the Workplace: Discrimination, sexual harassment, and diversity management.	

6. Ethical Aspects of Recruitment and Selection of Employees.
7. Ethical Aspects of Performance Appraisal, Feedback, and Career Management: Motivation and employee remuneration from an ethical perspective.
8. Professional Ethics of Managers: Ethical development of managers/leaders; the unethical manager; corrective measures.
9. Unethical practices, their causes, and solutions at the organizational and human resource management levels.
10. Institutionalization of Ethics: Ethics and compliance programs.
11. Ethical Codes and Whistleblowing.
12. How an Ethics and Compliance Program Functions in a Specific Organization: Practical examples.
13. Ethics Management – A Comprehensive Perspective: An overview of specific measures through which an HR manager can foster an ethical organizational culture and improve workplace climate.

Recommended literature:

- Lašáková, A., Skaloš, I., & Madzík, P. (2025). Exploring organizational characteristics connected with ethics institutionalization. *International Journal of Ethics and Systems*.
- Skaloš, I. (2024). Internal whistle-blowing – A fragile but powerful tool in the hands of Slovak business leaders. *Mladá veda*, 13(2), 189-197.
- Lašáková, A., Skaloš, I. (2023). Diverse approaches needed to develop company's ethics internally: small vs. medium-sized Slovak enterprises. *Decision-making for small and mediumsized enterprises*. ISBN 978-80-7510-554-7. Karviná: Slezská univerzita v Opavě, 2023, 141-150.
- 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. 2015. *Súčasný trendy podnikateľskej etiky*. Bratislava: Kluwer, 260 s.
- 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.
- Crane, A. – Matten, D. (2010). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. Oxford: Oxford University Press.
- Website of the Academic library of the UK – external information resources available at: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne zdroje/>.
- Additional resources will be continuously supplemented and updated (with regard to new and available resources).

Languages necessary to complete the course:

English

Ethics:

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

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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: 120

A	ABS	B	C	D	E	FX	M
8,33	0,0	32,5	31,67	10,0	11,67	4,17	1,67

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

Last change: 12.09.2025

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 1.	
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

Ethics:

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Notes:							
Past grade distribution							
Total number of evaluated students: 90							
A	ABS	B	C	D	E	FX	M
46,67	0,0	24,44	21,11	2,22	1,11	3,33	1,11
Lecturers: Mgr. Vincent Karovič, PhD.							
Last change: 13.09.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/012AM/21	Course title: Diploma Project
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 4.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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.</i> 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.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>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.</i> 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.</p>	
Notes:	

Past grade distribution							
Total number of evaluated students: 49							
A	ABS	B	C	D	E	FX	M
36,73	0,0	14,29	8,16	6,12	12,24	22,45	0,0
<p>Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. Mgr. Zuzana Papulová, PhD., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., doc. Ing. Jana Kajanová, PhD., doc. PhDr. Paulína Mihaľová, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, PhD., Mgr. Rita Szalai, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. René Pawera, PhD., doc. PhDr. Marian Šuplata, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., prof. Ing. Ľubica Bajzíkova, PhD., doc. PhDr. Rozália Sulíková, PhD., prof. Mgr. Anna Lašáková, PhD., doc. PhDr. Lukáš Copuš, PhD., doc. Mgr. Peter Madzík, PhD., Mgr. Michaela Poláková, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Mgr. Vincent Karovič, PhD., Mgr. Nataliia Parkhomenko, PhD., Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., doc. Mgr. Emília Charfaoui, CSc., doc. Mgr. Veronika Gežík, PhD., Ing. Martina Chrančoková, PhD., Arusa Khalid, PhD., Ing. Monika Kuchtová, PhD., prof. Ing. Vladimír Gazda, PhD.</p>							
Last change:							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/021AM/21	Course title: Diploma Seminar I
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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.</i> 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.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>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.</i> 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.</p>	
Notes:	

Past grade distribution							
Total number of evaluated students: 79							
A	ABS	B	C	D	E	FX	M
43,04	0,0	8,86	10,13	5,06	7,59	25,32	0,0
<p>Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. PhDr. Paulína Mihaľová, PhD., Mgr. Katarína Rentková, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. Mgr. Emília Charfaoui, CSc., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Ľudmila Mitková, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., prof. RNDr. Darina Saxunová, PhD., Mgr. Rita Szalai, PhD., Mgr. František Olšavský, PhD., Mgr. Nataliia Parkhomenko, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., doc. Mgr. Peter Madzík, PhD., Mgr. Nikola Salajová, PhD., Mgr. Silvester Krčméry, PhD., Mgr. Peter Marcin, PhD., Arusa Khalid, PhD., Ing. Monika Kuchtová, PhD., Ing. Martina Chrančoková, PhD.</p>							
Last change:							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/022AM/21	Course title: Diploma Seminar II
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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.</i> 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.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>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.</i> 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.</p>	
Notes:	

Past grade distribution							
Total number of evaluated students: 69							
A	ABS	B	C	D	E	FX	M
47,83	0,0	8,7	13,04	4,35	13,04	13,04	0,0
<p>Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. PhDr. Paulína Mihaľová, PhD., prof. Ing. Ľubica Bajzíkova, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., prof. Mgr. Anna Lašáková, PhD., Mgr. Michaela Poláková, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., prof. JUDr. Daniela Nováčková, PhD., Mgr. Katarína Rentková, PhD., doc. PhDr. René Pawera, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Peter Gál, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., Mgr. Peter Struk, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Ľudmila Mitková, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., prof. RNDr. Darina Saxunová, PhD., Mgr. Rita Szalai, PhD., Mgr. Nataliia Parkhomenko, PhD., Ing. Rastislav Kulhánek, PhD., Ing. Peter Balco, PhD., Mgr. Eleonóra Beňová, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD., Dr. Mgr. Katarína Uchal', PhD., Ing. Jaroslav Vojtechovský, PhD., PhDr. Ing. Monika Dávideková, PhD., Mgr. Alexandra Mittelman, PhD., MBA, doc. RNDr. Michal Greguš, PhD., Mgr. Vincent Karovič, PhD., Mgr. Lenka Procházková, PhD., RNDr. Zuzana Kovačičová, PhD., Mgr. Martin Krajčík, PhD., Mgr. Július Selecký, PhD., JUDr. Filip Petrínek, PhD., Mgr. Nikola Salajová, PhD., Mgr. Silvester Krčméry, PhD., Mgr. Peter Marcin, PhD., Ing. Martina Chrančoková, PhD., Mgr. Lucia Vilčeková, PhD., Emel Yarimoglu, Arusa Khalid, PhD.</p>							
Last change:							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

STATE EXAM DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/O6AM/21	Course title: Diploma Thesis Defence
Number of credits: 15	
Recommended semester: 3., 4..	
Educational level: II.	
State exam syllabus:	
Last change:	
Approved by: prof. Mgr. Anna Lašáková, PhD.	

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/090AM/24	Course title: Diploma Thesis Preparation
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1., 3.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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.</i> 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.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>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.</i> 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.</p>	
Notes:	

Past grade distribution							
Total number of evaluated students: 10							
A	ABS	B	C	D	E	FX	M
80,0	0,0	10,0	10,0	0,0	0,0	0,0	0,0
Lecturers: Mgr. Lucia Kočíšová							
Last change:							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 1. Students prepare a presentation on a topic from the field of e-business, e-marketing, or e-commerce. The presentation must not be an advertising or promotional presentation of a commercial product or company. Teams consist of 2–3 students. Topics are assigned by the lecturer or proposed by the team and approved in advance. Presentations are submitted electronically before the scheduled seminar and presented in class during the semester. The expected length of the presentation is approximately 20-25 minutes. 2. Each team develops a complete e-business project from scratch, covering all relevant and necessary parts. Programming skills are not required; students may use website builders (e.g., Wix.com) for study purposes. The final version of the website is presented during seminars at the end of the semester. 3. Teams present the progress of their website project during a midterm seminar. The presentation includes the concept, structure, and partial implementation of the website.	
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

5. Kotler, P., Kartajaya, H., Setiawan, I. – Marketing 5.0: Technology for Humanity, Wiley, 2021. ISBN 1119668514

6. Suarker, S. P. – E-Commerce Business: The Essential Guide to E-Commerce Success. Zen Mastery, 2020. ISBN 6069836162

Languages necessary to complete the course:

english

Ethics:

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Following the provisions of Internal Regulation 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.

Notes:

Past grade distribution

Total number of evaluated students: 463

A	ABS	B	C	D	E	FX	M
85,53	0,0	9,5	0,86	0,65	0,22	2,81	0,43

Lecturers: Mgr. Eva Poráziková, PhD.

Last change: 17.09.2025

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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 <p>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.</p>	
Number of credits: 3	
Recommended semester: 2., 4.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: <p>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 .</p>	
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.	

<p>Completion of the course:</p> <ul style="list-style-type: none"> - 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. <p>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</p>
<p>Learning outcomes:</p> <p>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.</p> <p>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.</p>
<p>Class syllabus:</p> <ol style="list-style-type: none"> 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.
<p>Recommended literature:</p> <p>European law, European Law , ISBN 8088931541, 2006, p. 144, Entrepreneur's adviser</p>
<p>Languages necessary to complete the course:</p> <p>English</p>
<p>Ethics:</p> <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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.</i> 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.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's</i></p>

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.

Notes:

Past grade distribution

Total number of evaluated students: 21

A	ABS	B	C	D	E	FX	M
80,95	0,0	0,0	4,76	4,76	4,76	0,0	4,76

Lecturers: JUDr. Filip Petrinec, PhD.

Last change: 09.02.2023

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/275AM/21	Course title: Financial Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
Educational level: 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: - elaboration of homework assignments during the semester (MAX 15%), - participation in seminars and activity during the semester (MAX 5%), - midterm (MAX 30%). 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): 15%, 5%, 30% / 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

Ethics:

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Following the provisions of Internal Regulation 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.

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: 385

A	ABS	B	C	D	E	FX	M
28,31	0,0	37,14	21,82	6,75	3,12	2,34	0,52

Lecturers: prof. RNDr. Darina Saxunová, PhD., Dr. Corlise Liesl Le Roux

Last change: 09.02.2026

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/143AM/25	Course title: Global Challenges
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1., 3.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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.</i> 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.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>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.</i> 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.</p>	
Notes:	

Past grade distribution							
Total number of evaluated students: 3							
A	ABS	B	C	D	E	FX	M
0,0	0,0	100,0	0,0	0,0	0,0	0,0	0,0
Lecturers:							
Last change:							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 3.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Marketing Management	
Course requirements: 40 % 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 % 60 % 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): 40/60	
Learning outcomes: After graduating, students will have the opportunity to learn more about business subjects in both the international and global market environments, define suitable strategies for entering these markets, and apply the marketing mix elements in an international context. The subject allows us 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 is also discussed.
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. Presentation of student projects.
14. Summary and repetition of topics covered during the semester

Recommended literature:

- [1] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. 592 p. ISBN 9781408009239
- [2] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. 702 p. ISBN 978-0071105941
- [3] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. 573 p. ISBN 9780273685296
- [4] HOLLENSSEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. 714 p. ISBN 9780273706786
- [5] VADANA, I - et al. 2020. Digitalization of companies in international entrepreneurship and marketing. International Marketing Review, 2020, 37.3: 471-492.
- [6] 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.
- [7] 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.
- [8] 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.
- [9] 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>
- [10] VISSAK, T. – FRANCONI, 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.
- [11] 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.
- [12] 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>

[13] 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>

[14] GRAF, E. 2023. International marketing in times of sustainability and digitalization. Walter de Gruyter GmbH & Co KG.

[15] SHETH, J. N. 2020. Borderless Media: Rethinking International Marketing. Journal of International Marketing, 28(1), 3-12. <https://doi.org/10.1177/1069031X19897044>

[16] 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>

[17] 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

[18] 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

[19] 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.

[20] 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

Ethics:

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

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Following the provisions of Internal Regulation 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.

Notes:

x

Past grade distribution							
Total number of evaluated students: 217							
A	ABS	B	C	D	E	FX	M
33,64	0,0	31,34	17,51	9,68	4,61	2,3	0,92
Lecturers: Mgr. František Olšavský, PhD., prof. Mgr. Peter Štarchoň, PhD.							
Last change: 23.10.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/053AM/24	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: 3.	
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 derivatives and hedging of risks: basic types of financial derivatives, standardization of financial derivatives, long- and short- position, term-contracts pricing, hedging of open positions, risk factors, examples of complicated hedging techniques, option parity, replication of option position, option pricing methods, riskless arbitrage, dynamic data-hedging, sensitivity parameters, interest and currency swap. Duration and immunization: yield curves and interest structures, Macaulay duration, present value	

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

Recommended literature:

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

Lectures

Recommended:

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

Languages necessary to complete the course:

English

Ethics:

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

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Notes:

Past grade distribution

Total number of evaluated students: 64

A	ABS	B	C	D	E	FX	M
50,0	0,0	21,88	6,25	6,25	15,63	0,0	0,0

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

Last change: 27.09.2024

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/080AM/21	Course title: Knowledge Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Data, knowledge, decision making; Databases; Business intelligence; Big data; Information systems and application software; Statistics; Mathematics;	
Course requirements: Participation in seminars, homework, and elaboration and presentation of the final project. The project can also be a team project (increasing the scope of the project in proportion to the number of students in the team). Scale of assessment (preliminary/final): Activity at meetings 20% Homework 20% Project 60%	
Learning outcomes: After completing this course, you will be able to: <ul style="list-style-type: none"> - Characterize knowledge management, its pillars and dimensions, the benefits of its implementation in companies, historical development, etc. - Define data, information and knowledge; their interdependencies and contexts; - Define different types of knowledge and their treatment. - Define a learning organization as well as a SECI model. - Define the term knowledge carrier and tell examples of knowledge and knowledge carrier interconnections in organizations - Define internal and external structures of the organization's "elusive" (knowledge) assets. - Describe the basic elements in the implementation of knowledge management in the practice of the organization. - Describe the benefits of introducing knowledge management in companies - Describe the sharing - exchange (conversion) of knowledge within the external; internal structures of the organization and between structures. - Get acquainted with various forms of implementation of knowledge management in companies as well as information systems supporting knowledge management; critically evaluate the impacts on knowledge management in the company and develop knowledge management strategies. 	
Class syllabus: 1. Introduction to knowledge management and its definition.	

2. The role of knowledge management.
3. Historical development of knowledge management.
4. Hierarchy of data, information and knowledge.
5. Classification of knowledge.
6. Definition of knowledge and learning organization
7. Intellectual capital
8. Knowledge economy, knowledge society, learning region
9. Knowledge workers and knowledge capital
10. Knowledge management within the organization
11. Integration of knowledge management
12. Influence of soft skills on knowledge sharing and transfer.
13. IT systems to support knowledge management.

Recommended literature:

Recommended literature:

There are many freely available texts and online sources for information on knowledge management. Because each student's needs and interests differ, none of these are explicitly required, however, following are some resources listed that may be helpful for the course completion.

[1] Jennifer Rowley: Strategic Management information systems and Techniques, Blackwell, Manchester and Oxford 1994, ISBN 1-85554-210-2

[2] Turban, E.; Aronson, J.E.; Liang T-P, Decision Support Systems and Intelligent Systems, Pearson/Prentice Hall, 2005.

[3] Power, Daniel J., Decision Support Systems: Concepts and Resources for Managers, Greenwood Publishing Group, 2002

[4] Davide Moraschi: Business Intelligence with Microstrategy Cookbook, Packt Publishing, Birmingham 2013, ISBN 978-1-78217-975-7

[5] Scott Plous: the Psychology of Judgment and Decision Making, Mcgraw-Hill - ISBN: 0070504776

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

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

[8] Shannon, D.M. & Davenport, M.A.: Using Spss to Solve Statistical Problems: A Self Instruction Guide. Upper Saddle River Nj 2001: Prentice Hall Fotr, J. -- Švecová, L. -- Hruřová, H. -- Richter, J. Manažerské Rozhodování : Postupy, Metody A Nástroje. Praha: Ekopress, 2010. 978-80-86929-59-0

[9] Fotr, J. Manažerské Rozhodování : Postupy, Metody A Nástroje. Praha: Ekopress, 2006. 80-86929-15-9

[10] Hruřová, H. -- Richter, J. -- Švecová, L. Manažerské Rozhodování (Cvičebnice S Řešenými Příklady). 2003. 802454863

Languages necessary to complete the course:

English

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 50

A	ABS	B	C	D	E	FX	M
44,0	0,0	18,0	12,0	8,0	8,0	6,0	4,0

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

Last change: 12.10.2021

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 2., 4.	
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/hotlove-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 Stiftung , representation in the Slovak Republic, 2014, 390 p.
- [24] TOMAN, J. Individual labor law. General provisions and employment contract. Bratislava: Friedrich Ebert Stiftung , 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 Stiftung , 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 Stiftung , representation in the Slovak Republic, 2016, 335 p.
- [27] ŽUJOVÁ, J. et al. Reconceptualization of the subject of labor law regulation. PJ Šafárik University in Košice, 2015, 252 p.
- [28] VALENTOVÁ, T., ŽUJOVÁ, 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

Ethics:

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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.

Notes:

Past grade distribution

Total number of evaluated students: 14

A	ABS	B	C	D	E	FX	M
57,14	0,0	0,0	35,71	7,14	0,0	0,0	0,0

Lecturers: JUDr. Filip Petrínek, PhD.

Last change: 09.02.2023

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 2.	
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 final test for 20 points. Score of 80 points will be given for the semester project. Scale of assessment (preliminary/final): 80/20	
Learning outcomes: Information Systems Management course will provide students with an overview of the effectiveness of information systems and their key role in managing an organization. It focuses on establishing an information system framework and examining the ways in which systems supporting an organization's business functions are integrated and used for decision-making at the operational, tactical, and strategic levels of the company. Students will acquire the skills necessary to select, implement, and effectively use information systems to optimize organizational processes and support strategic management. The course will also demonstrate how modern information technologies enable organizations to achieve competitive advantage , while also focusing on new and emerging technologies that are shaping the future of information systems. Emphasis is placed on a practical understanding of the use of information technologies and their contribution to effective management, which will give graduates the ability to analyze and implement quality information systems to increase the performance and competitiveness of an organization. g 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: Week 1: Introduction to Information Systems Management Week 2: Information Systems Strategy and Planning	

Week 3: IT Infrastructure and Architecture
Week 4: Data Management and Database Systems
Week 5: E-Business and E-Commerce
Week 6: Cybersecurity and Data Protection
Week 7: Decision Support Systems (DSS)
Week 8: Enterprise Resource Planning (ERP) systems
Week 9: IS Project Management
Week 10: Social Media and Digital Transformation
Week 11: Innovations in information systems and the environmental aspect
Week 12: IS Performance Evaluation
Week 13: Final review

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, 17th ed.. 15 United Kingdom: Pearson Education Ltd, 2022. Text.

Languages necessary to complete the course:

English

Ethics:

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

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Following the provisions of Internal Regulation 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.

Notes:

Past grade distribution

Total number of evaluated students: 136

A	ABS	B	C	D	E	FX	M
41,91	0,0	27,21	19,85	4,41	0,0	5,15	1,47

Lecturers: Mgr. Vincent Karovič, PhD., Mgr. Eva Ticina

Last change: 02.02.2026

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Principles of Financial Accounting I	
Course requirements: 1. midterm exam 2. 5 best written quizzes during the term 3. homework exercises 4. final exam Scale of assessment (preliminary/final): 20%, 12%, 13%/ 55%	
Learning outcomes: Upon successful completion of this course, students will be able to: 1. use financial accounting information for future cost management, costing and budgeting processes; 2. understand the relationship between costs in the company and sources of costs, estimate cost functions using mathematical methods for the purpose of cost planning in the company. 3. use the knowledge on the company's costs, in quantifying and interpreting the Break-even point, margin of safety, targeted operating income units or sales etc. 3. have knowledge about job costing and their types and to calculate full costs for the product and will be able to compile cost calculations and select the appropriate type of calculation and price the product appropriately for individual outputs, 4. monitor the cost efficiency and cost effectivity, 5. apply the knowledge on relevant revenues and relevant costs, opportunity costs making the right decisions, e.g. Buy or make, accept or reject a special order, drop or add the customer etc., 6. prepare Master and flexible budget, 7. Analyze the achieved results using variances of the 1st, 2nd and 3rd level. or using KPIs. for decision-making, 7. Understand the Balance Score Card approach.	
Class syllabus: 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,
12. Strategic Profitability Analysis, Customer Profitability Analysis
13. KPI, Balance Score Cards

Recommended literature:

anglický jazyk

Languages necessary to complete the course:

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 159

A	ABS	B	C	D	E	FX	M
17,61	0,0	28,93	22,01	16,98	8,18	5,66	0,63

Lecturers: prof. RNDr. Darina Saxunová, PhD.

Last change: 12.09.2025

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 2.	
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: 75% / Exam: 25%.	
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.

Ethics:

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Following the provisions of Internal Regulation 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.

Notes:

Subject is provided only in the summer semester.

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

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

Past grade distribution

Total number of evaluated students: 309

A	ABS	B	C	D	E	FX	M
40,45	0,0	34,63	14,56	6,15	1,62	2,59	0,0

Lecturers: Mgr. Peter Marcin, PhD., Mgr. Miloš Mrva, PhD.

Last change: 10.02.2026

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/089AM/24	Course title: Marketing Analytics and Data Visualization
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1., 3.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 70 % continuous evaluation • active participation in seminars (in case of unjustified absence or unpreparedness for the seminar loss of 10 %), • association analysis model - 10 % • cross sell model - 10 % • segmentation model - 10 % - 40 % final data visualization project 30 % final evaluation • exam The overall evaluation of students consists of the sum of percentages for developed analytical models, active participation and percentages obtained for the oral exam. Individual analytical models are developed continuously at individual seminars, specific procedures are always explained and demonstrated at the seminar. The oral exam is comprehensively evaluated with regard to the quality of model processing and the solution of the assigned task. Each student will be given the task to use the selected model, which was taken over during the semester. The evaluation will be awarded on the basis of the quality of the model and an explanation of its use for marketing purposes. Individual grades of the classification scale are awarded on the basis of the obtained total number of percentages / points, which reflects the degree of success of completing the course. The ratio of interim and final evaluation is 70:30. Scale of assessment (preliminary/final): The ratio of interim and final evaluation is 70:30.	
Learning outcomes: After completing the course, students will be able to work with SAS Enterprise Miner and they will be able to perform and interpret basic analyzes such as Cross sell, Up sell, Association analysis and Segmentation. They will also be able to work with visualization tools.	
Class syllabus: Basic characteristics of marketing analytics. (Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle.) Types of analysis used in marketing analytics. (Customer segmentation. Cross Sell, Up Sell, Customer Retention , Customer lifetime value.) Statistical Software Enterprise Miner (Introduction to Software SAS Enterprise Miner . Definitions.) Customer segmentation. (Definitions, basic types of segmentation. Creating customer segments. Profiling customer segments. Segmentation Strategy.)	

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

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

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

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

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

Recommended literature:

[1] PARR RUD, O. 2013. Data mining . Prague: Computer Press, 2013. 370 p. ISBN 8072265776

[2] KEE HO, W. - LUAN, X. 2003. Data mining . North Carolina : University of North Carolina at Chapel Hill [online]. Available from : <http://www.unc.edu/~xluan/258/datamining.html#history>

[3] GHANI, R. 2010. Data mining for business applications . Amsterdam: IOS Press, 2010. [online]. Available from: <http://site.ebrary.com/lib/uniba/Doc?id=10440450>

[4] SAS. 2017. Enterprise Miner Tutorial . 2017. [online]. Available from: http://video.sas.com/#category/videos/sas-enterpriseminer_

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

[6] SAS. 2017. Customer intelligence . 2017. [online]. Available from: http://video.sas.com/detail/videos/trending/video/4059012552001/sas-entpriseminer-recognition-demo?autoStart=true#category/videos/customer-intelligence_

Languages necessary to complete the course:

English

Ethics:

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on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Notes:

Past grade distribution

Total number of evaluated students: 5

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

Lecturers: Mgr. Lucia Vilčeková, PhD.

Last change: 23.10.2025

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/043AM/17	Course title: Marketing Applications
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1., 3.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 1. Continuous work on seminars - 60 % 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 – 60 % 2. Final evaluation – 40 % - 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): 60/40.	
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 syllabus. 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 fulfillment 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 the 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, broken down 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, and 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 through 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

The current issue is 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, and 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, and history of merchandising. Breakdown of merchandising.

14. Presentation of student projects.

Recommended literature:

- [1] BLACKSHAW, S. I. Sports marketing agreements legal, fiscal and practical aspects. The Hague: T. M. C. Asser Press, 2012. ISSN 978-90-6704-792-0.
- [2] BIGNÉ, E. – ZANFARDINI, M. – ANDREU, L. How online reviews of destination responsibility influence tourists' evaluations: An exploratory study of mountain tourism. Journal of Sustainable Tourism. 2021. ISSN 0966-9582.
- [3] CLARK, J. Fashion merchandising: principles and practice. Bloomsbury Publishing. 2020. ISBN 978-1352011104.
- [4] COPUŠ, L. - PAPIK, M. - OLŠAVSKÝ, F. Corporate social responsibility and societal marketing concept in financial sector (Slovak perspective). Education excellence and innovation management through Vision 2020: From regional development sustainability and competitive economic growth, IBIMA, 2017. ISBN 978-0-9860419-7-6.
- [5] CUNHA, C. R. – LOPES, L. – MENDONÇA, V. Immersive digital marketing for smart cities focusing tourism. Marketing and Smart Technologies: Proceedings of ICMarTech 2021, Singapore : Springer Nature Singapore.
- [6] DOROKHOV, O. – KULTAN, J. – MUKHAMMEDOV, A. – DOROKHOVA, L. – MALYI, V. Comparative overview of natural and cultural components of the marketing environment for tourism in Kazakhstan and Slovakia. The Journal of VN Karazin Kharkiv National University. Series: International Relations. Economics. Country Studies. Tourism. 2020. ISSN 2313-2396.
- [7] HUDSON, S. Marketing for tourism, hospitality & events. A global & digital approach. London: Sage, 2017. ISBN 978-1-4739-2664-6.
- [8] JACKSON, T. – SHAW, D. Mastering fashion buying and merchandising management. Houndmills: Palgrave, 2001. ISBN 978-0-333-80165-9.
- [9] JONSEN, K. et al. Diversity and inclusion branding: a five-country comparison of corporate websites. The International Journal of Human Resource Management. 2021. ISSN 0958-5192.
- [10] KARIM, R. et al. The impact of 4ps marketing mix in tourism development in the mountain areas: A case study. International Journal of Economics & Business Administration. 2020. ISSN 2241-4754.
- [11] KOTLER, P. – HAIDER, D. – REIN, I. Marketing places. Free Press, 2002. ISBN 978-074-323636-2.
- [12] KUNC, J. et al. Thirty years of retail transformation in V4 countries. Warsaw: De Gruyter, 2022. ISBN 978-83-97405-05-8.

- [13] LABANAUSKAITĖ, D. – FIORE, M. – STAŠYS, R. Use of E-marketing tools as communication management in the tourism industry. *Tourism Management Perspectives*. 2020. ISSN 2211-9736.
- [14] Les Henokiens – International organisation of family businesses, case studies at: www.leshenokiens.com
- [15] LIM, W. M. – YAP, S. F. – MAKKAR, M. Home sharing in marketing and tourism at a tipping point: What do we know, how do we know, and where should we be heading?. *Journal of business research*. 2021. ISSN 1873-7978.
- [16] MARECKI, Ł. J. Green Marketing: Sustainability Is Already a Reality in Marketing. *Handbook of Research on Achieving Sustainable Development Goals With Sustainable Marketing*. IGI Global, 2023. ISBN 978-1668486818.
- [17] NEZAMOVA, O. – OLENTSOVA, J. The role of marketing in increasing competitiveness of the region. *Proceedings of the 2nd International Scientific Conference on Innovations in Digital Economy*. 2020. ISBN 978-1-4503-8831-3.
- [18] OLŠAVSKÝ, F. The importance of country of origin in buying behaviour of slovak consumers in selected product categories. *Hradec economic days: double-blind peer reviewed proceedings of the international scientific conference Hradec economic days*. Hradec Králové: Gaudeamus, 2016. ISBN 978-80-7435-636-0.
- [19] RATHER, R. A. Customer experience and engagement in tourism destinations: The experiential marketing perspective. *Journal of Travel & Tourism Marketing*. 2020. ISSN 1054-8408.
- [20] ROGGEVEEN, A. L. et al. Forging meaningful consumer-brand relationships through creative merchandise offerings and innovative merchandising strategies. *Journal of Retailing*. 2021. ISSN 0022-4359.
- [21] RUST, R. T. The future of marketing. *International Journal of Research in Marketing*. 2020. ISSN 0167-8116.
- [22] SIGALAT-SIGNES, E. et al. Transition towards a tourist innovation model: The smart tourism destination: Reality or territorial marketing?. *Journal of Innovation & Knowledge*. 2020. ISSN 2444-569X.
- [23] VANGELOV, N. Digital marketing and outdoor advertising in smart cities. *Smart Cities and Regional Development*. 2022. ISSN 2537-3803.
- [24] ZELLWEGER, T. *Managing the family business theory and practice*. Cheltenham: Edward Elgar, 2017. ISBN 978-1-78347-070-9.
- [25] *Journal of International Marketing*
- [26] *Marketing Science and Inspirations journal*
- With regard to new and available resources, supplementary literature will be updated on a continuous basis.

Languages necessary to complete the course:

English language

Ethics:

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

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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 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.

Notes:

Past grade distribution

Total number of evaluated students: 74

A	ABS	B	C	D	E	FX	M
72,97	0,0	13,51	6,76	4,05	1,35	1,35	0,0

Lecturers: Mgr. František Olšavský, PhD., doc. JUDr. PhDr. Katarína Gubíniová, PhD.

Last change: 23.10.2025

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 1.	
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

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 221

A	ABS	B	C	D	E	FX	M
37,1	0,0	30,32	10,86	6,79	6,79	7,24	0,9

Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., prof. Mgr. Peter Štarchoň, PhD., Arusa Khalid, PhD.

Last change: 23.10.2025

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 2.	
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. 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:

DARYANTO, A.: An Introduction to Quantitative Research Methods for Marketing: Tools and Techniques Using SPSS and R, Routledge, 2025. ISBN 978-1-032-52564-8

• 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 Communication. The Power of Numbers for Social Justice. Rountledge, 2021. ISBN 978-0-367-54785-1

Languages necessary to complete the course:

English

Ethics:

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Notes:

Past grade distribution							
Total number of evaluated students: 295							
A	ABS	B	C	D	E	FX	M
78,98	0,0	14,92	3,39	0,68	0,34	1,36	0,34
Lecturers: Mgr. Lucia Vilčeková, PhD.							
Last change: 16.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/279AM/24	Course title: Modeling of Economic Processes
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: 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. 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., 2026: 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

Ethics:

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Notes:

MS Teams code: mjl4y7h

Past grade distribution

Total number of evaluated students: 40

A	ABS	B	C	D	E	FX	M
62,5	0,0	10,0	2,5	7,5	5,0	7,5	5,0

Lecturers: doc. RNDr. Mária Bohdalová, PhD., Ing. Tengizi Mtchedlidze

Last change: 13.02.2026

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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	
Type, volume, methods and workload of the student - additional information Type of activities: lecture and seminar; Number of hours: per week: 2 per level/semester: 28; Form of the course: combined	
Number of credits: 6	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Financial Management, Accounting	
Course requirements: Midterm grade for the semester (85 percent), exam in the exam period (15 percent). Continuous assessment: 3 midterm tests: 3 x 5 = 15%; project work presented in three parts: 3 x 20 = 60%; final presentation: 10 points. Final test on the exam: 15 points. The assessment of the course is in accordance with the UK Study Regulations and the individual grades of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success in completing the course. A minimum of 91 per cent is required for an A grade, a minimum of 81 per cent for a B grade, a minimum of 73 per cent for a C grade, a minimum of 66 per cent for a D grade and a minimum of 60 per cent for an E grade. Credit will not be awarded to a student who receives less than 60 percent. Scale of assessment (preliminary/final): 85/15 Scale of assessment (preliminary/final): 85/15	
Learning outcomes: Familiarization with the essence and specifics of building start-ups with high growth potential the so-called new ventures at different stages of their life cycle. Understanding the life cycle of new ventures with emphasis on financing options and interrelationships. Acquire practical skills in the application of selected methods of strategic planning and financing of new ventures by using a number of "tools" containing trained methods and models, working on assignments of specific start-ups. These are very practical tools, which have a wide application both in the management of specific new ventures and in the analytical departments of financial institutions and audit firms. Solving practical assignments of start-ups related to the studied issue.	
Class syllabus:	

1. Introduction to the subject. Macroeconomic perspectives of new ventures development, types of new ventures.
2. Basic stages of building new ventures according to the MIT model:
 - 2.1. Client, segmentation, end user profile, detailed characteristics of the specific client in the selected strategic market.
 - 2.2. New venture and its development in accordance with the knowledge of the client's requirements, life cycle of the offered product/service, competition, and competitive advantage.
 - 2.3. Product acquisition/sales process.
 - 2.4. How to make money in a new venture: business model design, pricing, calculating the lifetime value of an acquired client, calculating the cost of acquiring a client and calculating the size of the potential market.
 - 2.5. Specific process for designing and building a product, scaling the product.
3. Financing new ventures: financial instruments according to the different phases of building new ventures.
 - 3.1. Bootstrap financing, Venture capital, Mezzanine capital.
 - 3.2. Crowdfunding.
4. Financial planning of new venture:
 - 4.1. Revenue planning methods, costs.
 - 4.2. Baseline budget of new venture. Pro forma balance sheet, pro forma income statement, pro forma CF.
 - 4.3. Integrated financial planning.

Recommended literature:

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

Languages necessary to complete the course:

English

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 155

A	ABS	B	C	D	E	FX	M
25,81	0,0	32,9	24,52	7,74	5,16	3,23	0,65

Lecturers: prof. Ing. Anna Pilková, PhD., MBA, doc. PhDr. Marian Holienka, PhD., Mgr. Diana Gašparík, PhD.

Last change: 06.02.2026

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
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 written exam (weight 0,5) At least 91% must be obtained to obtain an A grade, at least 81% to obtain a B grade, at least 73% to obtain a C grade, at least 66% to obtain a D grade, and at least 60% to obtain an E grade. Gaining 59 points or less indicates an Fx grade. Scale of assessment (preliminary/final): 50 / 50	
Learning outcomes: The course provides master's students with knowledge about approaches, concepts and practical application of research results in the field of Organizational Behavior as a current view of the management of organizations. This results in the development of students' ability to solve specific problems of organizations that are associated with people management. Students will gain new knowledge, e.g. on individual behavior, motivation, group dynamics, leading work groups, minimization of negative manifestations of group behavior, building authority, conflict resolution in the workplace and negotiations. The seminars in this course are based on the solution of case studies (case-based teaching) in the field of Organizational Behavior. Students will thus develop their skills of teamwork and systematic and creative solution of various problems of organizational practice.	
Class syllabus: 1. Introduction. What is OB and why it is important, the nature of organizations, trends in the new workplace, OB and Management, the nature of managerial work, managerial skills. Dilemmas and challenges associated with leading groups and teams that current managers face in the workplace. 2. Management lessons from abroad – Organizational behavior and culture. How culture affects the perception of the world around us and the behavior of people in the work environment. A culturally diverse work environment. Attributes of culture strongly influencing planning, negotiation, leadership, communication in the work environment. 3. Individuals in the organization. Components of work performance. Personality traits. Big Five model. Values, attitudes. Perceptual process and perceptual barriers. Attribution error and implications for managerial practice.	

4. Motivation. Practical implications of content and process theories of motivation. Job design. Motivational potential of work. Factors influencing motivation. Basic work attitudes (job satisfaction, job involvement, and organizational commitment).
5. Groups in the organization. Group dynamics. Tuckman's model of group dynamics. Effectiveness of work groups. Types of teams. Negative manifestations of group behavior and how to minimize them. Asch's effect. Groupthink. Stanford prison experiment.
6. Organizational design, classic and organic organizational structures. Determinants of organizational structure. Principles of creating organizational structure. Span of control, departmentalization, centralization, formalization, specialization of work. Interdependencies between organizational structure and organizational culture.
7. New model of organization. Learning organization and trust in 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.
13. Negotiation - stages of the process and its elements.
Negotiation methods and tactics.

Recommended literature:

Organizational Behavior (2019). Download at <https://openstax.org/details/books/organizational-behavior>

Case studies (selection), Harvard Business Publishing, <https://hbsp.harvard.edu/cases/?ab=browse%7Ccases>

Jordan, F. P., & Lašáková, A. (2023). Alex in Kuwait: clash of cultures amidst automation. *Emerald Emerging Markets Case Studies*, 13(4), 1-29.

Lašáková, A., Vojteková, M., & Procházková, L. (2023). What (de) motivates gen Z women and gen Z men at work? Comparative study of gender differences in the young generation's motivation. *Journal of Business Economics and Management*, 24(4), 771-796.

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.

Lašáková, A. – Remišová, A.: On organisational factors that elicit managerial unethical decision-making. In: *Ekonomický časopis*. - roč. 65, č. 4, (2017), s. 334-354.

Lašáková, A. - Bajžíková, Ľ. - Dedze, I. (2017). Barriers and drivers of innovation in higher education: Case study-based evidence across ten European universities. *International Journal of Educational Development*, 55, 69-79.

Rudy, J.: *Management and Chaos Theory*. Bratislava: Faber, 1997.

Comenius University Academic Library website – external information resources available to Comenius University at: <https://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademickakniznica-uk/externe-informacne-zdroje/>

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*

Other resources will be continuously added and updated (taking into account new and available resources). Note: Additional recommended literature to each topic is included in the syllabus.

Languages necessary to complete the course:

English

Ethics:

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *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.

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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: 194

A	ABS	B	C	D	E	FX	M
22,16	0,0	23,71	19,07	12,37	8,76	12,89	1,03

Lecturers: prof. Mgr. Anna Lašáková, PhD., Mgr. Christopher Danis

Last change: 11.09.2025

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/194AM/24	Course title: Practical Financial Markets
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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.</i> 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 of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>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.</i> 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.	
Notes:	

Past grade distribution							
Total number of evaluated students: 34							
A	ABS	B	C	D	E	FX	M
67,65	0,0	0,0	11,76	2,94	11,76	2,94	2,94
Lecturers: Ing. Vladimír Valach, PhD., CFA, MBA, Ing. Matěj Sehnal, MBA							
Last change: 12.09.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/010AM/21	Course title: Practice
Educational activities: Type of activities: practice Number of hours: per week: per level/semester: 6t Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 4.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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.</i> 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.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>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.</i> 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.</p>	
Notes:	

Past grade distribution

Total number of evaluated students: 48

A	ABS	B	C	D	E	FX	M
70,83	0,0	8,33	2,08	0,0	0,0	18,75	0,0

Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., Mgr. Lucia Kočišová, Mgr. Lucia Vilčeková, PhD.

Last change:

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 3.	
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. <ul style="list-style-type: none"> • 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 Akademické knihovnice 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 doplňané a aktualizované (vzhľadom na nové a dostupné zdroje).

Languages necessary to complete the course:

English

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 169

A	ABS	B	C	D	E	FX	M
17,75	0,0	25,44	20,71	18,34	11,83	4,14	1,78

Lecturers: Ing. Peter Balco, PhD., Mgr. Sharon Cheronno Murgor, Mgr. Miriam Filipová, PhD.

Last change: 01.10.2021

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/100AM/21	Course title: Strategic Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 3.	
Educational level: 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: <ul style="list-style-type: none"> - 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: <ol style="list-style-type: none"> 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 Industry (recapitulation) 9. Analysis of Internal Environment 10. SWOT Analysis 11. Hierarchy of Strategy 12. Strategic Implementation and Control 13. Recapitulation and Conclusion 	
Recommended literature:	

- [1] DAVID, F. R.: Strategic management concepts and cases. Upper Saddle River: Pearson/Prentice Hall, 2007
- [2] THOMPSON, J., SCOTT, J.M., MARTIN, F. Strategic management awareness and change. Andover: Cengage Learning EMEA, 2023
- [3] BATTISTA, G. – CINICI, M.C.: Research methods for strategic management. Abingdon: Routledge, 2016
- [4] HITT, M.A, IRELAND, R.D., HOSKISSON, R.E.: Strategic Management. Competitiveness and Globalization. Thompson, South-Western, 2005
- [5] PAPULA, J. – PAPULOVÁ, Z.: Approaches to Strategy: Experiences of Slovak enterprises. Proceedings of Annual Paris Business and Social Science Research, Melbourne: World Business Institute, 2013 [online]
- [6] PAPULOVÁ, Z.: The Significance of Vision and Mission Development for Enterprises in Slovak Republic. JOEBM 2014 Vol.2(1): 12-16 ISSN: 2301-3567 [online]

Languages necessary to complete the course:

English

Ethics:

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

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Notes:

Past grade distribution

Total number of evaluated students: 310

A	ABS	B	C	D	E	FX	M
35,48	0,0	30,32	12,9	9,03	10,0	1,61	0,65

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

Last change: 12.09.2025

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
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: 2., 4.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Marketing Management	
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: taxonomy and frameworks. European Business Review, 2006, vol 18, no 4
3. KIM, W., C., MAUBORGNE, R.: Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant. Boston 2005, Harvard Business School Press
4. KOTLER, P. – KELLER, K. L. – BRADY, M. – GOODMAN, M. – HANSEN, T.: Marketing Management. Harlow: Pearson Education Limited, 2012
5. KUMAR, N.: Marketing strategy. Boston: Harvard Business School Press 2004, s. 240, ISBN 1-59139-210-1
6. PORTER, M., E.: Competitive Advantage: Creating and Sustaining Superior Performance. New York: Free Press 1998, s. 592, ISBN 0-684-84146-0
7. DRUMOND, G., ENSOR, J., ASHFORD, R.: Strategic marketing, planning and control. 2002. Oxford. ISBN 978-0756-8271-8. Dostupné na: http://books.google.sk/books?id=WrmLizZH3RoC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic%20marketing&f=false
8. WILSON, R., M., S., GILLIGAN, C.: Strategic marketing management – planning, implementation and Control. 2005. Oxford. ISBN 0-7506-5938-6 Dostupné na: http://books.google.sk/books?id=bvv-zibROUC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic%20marketing&f=false

Languages necessary to complete the course:

English

Ethics:

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

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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.

Notes:

Past grade distribution

Total number of evaluated students: 69

A	ABS	B	C	D	E	FX	M
57,97	0,0	42,03	0,0	0,0	0,0	0,0	0,0

Lecturers: Ing. Zuzana Mikulášová, MBA

Last change: 16.02.2026

Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/014AB/25	Course title: Taxation
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2., 4.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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.</i> 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.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>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.</i> 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.</p>	
Notes:	

Past grade distribution							
Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: Mgr. Lenka Papíková, PhD., doc. Ing. Jana Kajanová, PhD.							
Last change: 07.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/023AM/23	Course title: Tourism, Strategy and Organization
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2., 4.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>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.</i> 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.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>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.</i> 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.</p>	
Notes:	

Past grade distribution							
Total number of evaluated students: 44							
A	ABS	B	C	D	E	FX	M
61,36	0,0	22,73	2,27	0,0	2,27	11,36	0,0
Lecturers:							
Last change:							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/046AM/24	Course title: Value Based Management and Entrepreneurial Risks at SME's
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Continuous assessment for the semester (90%): <ul style="list-style-type: none"> • midterm exam: 40%, • second stage of the project: 40%, • seminar activity: 10%, Oral exam during the exam period (10%). During the semester, students will work continuously in teams on the project. The assessment of the course is in accordance with the Study Regulations of UK, and the individual grades on the classification scale are awarded on the basis of a point system that reflects the degree of success in completing the course. To obtain an A grade, a minimum of 91percent is required, for a B grade a minimum of 81 percent, for a C grade a minimum of 73 percent, for a D grade a minimum of 66 percent, and for an E grade a minimum of 60 percent. Credits will not be awarded to students who obtain less than 60 percent. Weighting of continuous/final assessment: Continuous assessment for the semester 90% / Oral exam during the exam period 10% 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] WOBST., J. – TANIKULOVA, P., – LUEG, R. 2025. Value-based management: a review of its conceptualizations and a research agenda toward sustainable governance. *Journal of Accounting Literature*. 47 (1): 150–200. <https://doi.org/10.1108/JAL-11-2022-0123>

[2] PILKOVÁ, A. Value Based Management in SME's – Lecturing Notes. FM UK, 2020.

[3] SMITH, J. K., SMITH, R. R. L., BLISS, R. T. *Entrepreneurial Finance. Strategy Valuation & Deal Structure*. Stanford Economics and Finance, 2011.

[4] COPELAND, T., KOLLER, T., MURRIN, T. *Valuation: Measuring & Managing the Value of companies*. John Willey & Sons, 2005.

[5] KROL, F. Value based management in SME's. *Arbeitspapier 1-9*; 2007

[6] HENSCHEL, T. *Risk management practices of SME's*. Erich Schmidt Verlag, 2007.

[7] 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

Ethics:

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *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.

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Notes:

Past grade distribution

Total number of evaluated students: 12

A	ABS	B	C	D	E	FX	M
8,33	0,0	33,33	33,33	16,67	8,33	0,0	0,0

Lecturers: Mgr. Juraj Mikuš, PhD.

Last change: 10.09.2025

Approved by: prof. Mgr. Anna Lašáková, PhD.