

# Course descriptions

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## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/374AB/24	<b>Course title:</b> Advanced Skills for Contemporary Business Communication in English
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> per week: 2 per level/semester: 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3., 5.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> 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.	

<b>Notes:</b>							
<b>Past grade distribution</b>							
Total number of evaluated students: 47							
A	ABS	B	C	D	E	FX	M
17,02	0,0	21,28	25,53	17,02	8,51	10,64	0,0
<b>Lecturers:</b> Mgr. Alexandra Mittelman, PhD., MBA							
<b>Last change:</b>							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## STATE EXAM DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM/O4AB/16	<b>Course title:</b> Bachelor Thesis Defence
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 5., 6..	
<b>Educational level:</b> I.	
<b>State exam syllabus:</b>	
<b>Last change:</b>	
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.	

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/035AB/16	<b>Course title:</b> Bachelor Thesis Project
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 6.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<p><b>Ethics:</b> 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>	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 86							
A	ABS	B	C	D	E	FX	M
56,98	0,0	15,12	12,79	1,16	3,49	10,47	0,0
<p><b>Lecturers:</b> doc. JUDr. PhDr. Katarína Gubíniová, PhD., Mgr. František Olšavský, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., doc. PhDr. Magdaléna Samuhelová, CSc., doc. Ing. Mgr. Lubomíra Strážovská, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., doc. Ing. Jana Kajanová, PhD., doc. PhDr. Paulína Mihaľová, 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., doc. Ing. Milan Fekete, PhD., Mgr. Peter Gál, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Huľvej, PhD., Mgr. Petronela Klačanská, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Jozef Papula, PhD., prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, Mgr. Karol Cagaň, PhD., Mgr. Dávid Smolka, PhD., Mgr. Dominik Trubač, PhD., PhDr. Oskar Karlík, PhD., Mgr. Jakub Novák, Mgr. Dávid Paculík, Ing. Mgr. Juraj Chebeň, PhD., prof. Ing. Ľubica Bajzík, PhD., doc. PhDr. Rozália Sulíková, PhD., Mgr. Monika Vojteková, prof. Mgr. Anna Lašáková, PhD., doc. PhDr. Lukáš Copuš, PhD., doc. Mgr. Peter Madzík, PhD., Mgr. Michaela Poláková, PhD., prof. Ing. Ján Rudy, PhD., Mgr. Peter Pšenák, PhD., doc. RNDr. Mária Bohdalová, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., doc. Ing. Mgr. Urban Kováč, PhD., doc. Mgr. Veronika Gežík, PhD., Mgr. Ľudmila Mitková, PhD., Ing. Martina Chrančoková, PhD., doc. Ing. Zuzana Stoličná, PhD., Mgr. Rita Szalai, PhD., Arusa Khalid, PhD., Ing. Monika Kuchtová, PhD., Beenish Qamar, PhD.</p>							
<b>Last change:</b>							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/048AB/16	<b>Course title:</b> Bachelor Thesis Seminar
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b> 5.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> By completing the course, the student will acquire a comprehensive knowledge base related to the creation and processing of the text in the form of a bachelor's thesis, which is to demonstrate the student's ability to work creatively in the study field of Economics and Management. Requirements for completing the course: <ul style="list-style-type: none"> <li>• active participation in classes</li> <li>• homework 1 - 10% of the assessment (see 6th teaching week),</li> <li>• homework 2 - 10% of the assessment (see 8th teaching week),</li> <li>• homework 3 - 10% of the assessment (see 12th teaching week),</li> <li>• homework 4 – written document in collaboration with the supervisor contains the main parts of the bachelor's thesis - 60% of the assessment until the 13th week,</li> <li>• Test – 10% of the assessment (see 4th teaching week).</li> </ul> Scale of assessment (preliminary/final): 100 % continuous evaluation = 100/0	
<b>Learning outcomes:</b> In compliance with the regulations of the internal regulation No. 23/2021 Rector's Directive Comenius University Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in appendix 71, 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.

Individual levels of grading structure are awarded based on acquiring an overall number of percent/points, which mirrors the level of successful course accomplishment. The proportion of continuous and final assessment is 100.

**Class syllabus:**

Familiarization with the topics of bachelor's theses  
Introduction to the issue of the course  
Formal requirements of the final thesis  
Creating a bibliographic reference record  
External information sources (Comenius University)  
ZOTERO Citation Manager  
Methodological preparation for processing a bachelor's thesis -  
Methodology of scientific research  
Methodological pluralism in interdisciplinary research I  
Methodological pluralism in interdisciplinary research II  
The technique of writing a thesis  
Critical review and the techniques of presentation  
Final consultation and Q&A

**Recommended literature:**

- [1] ADAMS, J., et al. Research Methods for Graduate Business and Social Science Students. New Delhi: Sage Publications Pvt. Ltd, 2007. ISBN 978-0-7619-3589-6. Available: <https://search.ebscohost.com/login.aspx?direct=true&db=e000xww&AN=278216&lang=sk&site=ehost-live&scope=site>
- [2] ADAMS, J., KHAN, H. T.A, RAESIDE, R. Research Methods for Business and Social Science Students. New Delhi: Sage Publications Pvt. Ltd, 2014. ISBN 978-81-321-1366-9. Available: <https://search.ebscohost.com/login.aspx?direct=true&db=e000xww&AN=784882&lang=sk&site=ehost-live&scope=site>
- [3] Databases of the Academic library Comenius University, Center of science-technical information SR.
- [4] Internal Regulation Nr. 7/2018 The full text of Internal Regulation No. 12/2013 of the Guideline of the Rector of Comenius University in Bratislava on the Basic Requirements of Final Theses, Rigorous Theses, and Habilitation Theses, Originality Check, Storing and Accessibility at Comenius University Bratislava as amended by Appendix No. 1 and Appendix No. 2
- [5] ISO 690 Information and documentation — Guidelines for bibliographic references and citations to information resources
- [6] KOTZE, T. Guidelines on writing quantitative academic article. University of Pretoria, Department of Marketing and Communication Management, 2007. Available: [https://www.academia.edu/7153276/Guidelines\\_on\\_writing\\_a\\_first\\_quantitative\\_academic\\_article\\_Table\\_of\\_Contents](https://www.academia.edu/7153276/Guidelines_on_writing_a_first_quantitative_academic_article_Table_of_Contents)
- [7] O'GORMAN, K., MACINTOSH R. Research Methods for Business and Management: A Guide to Writing Your Dissertation. Goodfellow Publishers, Limited, 2014. Available: <https://ebookcentral.proquest.com/lib/uniba-ebooks/detail.action?docID=4531612>
- [8] POTEETE, A., JANSSEN, M., OSTROM, E.. Working together: collective action, the commons, and multiple methods in practice, Princeton University Press, Princeton, NJ, 2010. 9780691146041 (chapters copies will be available on Teams)
- [9] QUINLAN, CH. Business Research Methods. Hampshire: South-Western Cengage Learning. 2011. ISBN 978-1-4080-0779-2.

[10] QUINLAN, CH., et al. Business Research Methods. Andover: Cengage Learning EMEA, 2015. ISBN 978-1-4737-0485-5.

**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:**

Code of the course in MS Teams: 178k3lh

**Past grade distribution**

Total number of evaluated students: 130

A	ABS	B	C	D	E	FX	M
47,69	0,0	20,77	10,77	4,62	1,54	10,77	3,85

**Lecturers:** Mgr. Ľudmila Mitková, PhD., doc. Mgr. Veronika Gežík, PhD., RNDr. Zuzana Kovačičová, PhD.

**Last change:** 26.09.2022

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/320AB/21	<b>Course title:</b> Behavioural and Environmental Economics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week: 2 / 2 per level/semester: 28 / 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Active participation on activities at seminars: 20% points Practical written project and its presentation: 30% points Final written test: 50% points Examination dates will be determined by coordinating appointments no later than 1 week prior to the start of the examination period. Scale of assessment (preliminary/final): Term Period: 50% / Exam Period: 50%	
<b>Learning outcomes:</b> The students will learn why societies need to be concerned with economic sustainability and development, rather than efficiency and growth. We will touch the basis of environmental economics and how does it differ from mainstream (or neoclassical) and ecological economics. We will focus on sustainability a what does it mean for development to be sustainable. We will also introduce the basis of behavioural economics theories and techniques to promote sustainable and environmentally friendly behaviours and choices. We will also highlight psychological, cognitive, social, and emotional factors that limit rationality in our choices. We will show specific problems and challenges in the economy and management with emphasis on the possibilities aimed at nudging towards sustainability of natural systems and the well-being of the society. We will also look at the ethical aspects of behavioural and environmental economics, the nature of manipulation and manipulation techniques. The course will also include an introduction to the game theory. Students would also play various games and study their underlying institutional structure.	
<b>Class syllabus:</b> 1. Introduction. Information about the Course and Evaluation. 2. Introduction to environmental, ecological and behavioural economics and its interconnection. 3. Environmental policy. 4. Experimental Social Science. 5. Games for Sustainability. 6. Sustainable strategy and international policy. 7. Two systems in us.	

8. The heuristics of anchoring, availability and representativeness.
9. Prospect theory.
10. Nudging.
11. Ethical aspects of Behavioural Economics. Essence of manipulation.
12. Game theory. Auctions.
13. Summary and Final Evaluation.

**Recommended literature:**

Recommended literature:

COSTANZA, R. et al. Introduction to Ecological economics, CRC Press, 2015. ISBN 9781566706841.

COMMON, M. & STAGL, S. Frontmatter. In: Ecological Economics: An Introduction (pp. I-Viii). Cambridge: Cambridge University Press, 2005.

WILKINSON, N. & KLAES, M. An Introduction to Behavioral Economics, Palgrave Macmillan, (2017).

GILOVICH, T. - GRIFFIN, D. - KAHNEMAN, D. Heuristics and Biases: The Psychology of Intuitive Judgment. New York : Cambridge University Press, 2002. 857 p. ISBN 9780521796798.

Popular literature / Optional reading:

ARIELY, D.: Predictably Irrational : The Hidden Forces That Shape Our Decisions. Harper, 2009. 349 s. ISBN: 978-0061854545.

ORRELL, D.: Behavioural Economics: Psychology, Neuroscience, and the Human Side of Economics. 2021.

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

THALER, R. – SUNSTEIN, C.: Nudge : The Final Edition. Penguin Books, 2021, 384 p. ISBN 978-0143137009.

BRAFMAN, Ori & BRAFMAN, Rom: Sway: The Irresistible Pull of Irrational Behavior. Crown Business, 2008.

DÖRNER, D.: The Logic of Failure: Recognizing and Avoiding Error in Complex Situations, Perseus Books, 1996.

Other materials might be distributed throughout the semester to individual problem areas. Students need access to the internet through the Comenius University network.

**Languages necessary to complete the course:**

English

**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: 211

A	ABS	B	C	D	E	FX	M
9,0	0,0	12,8	12,32	14,69	25,12	18,48	7,58

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

**Last change:** 15.04.2022

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/036AB/21	<b>Course title:</b> Business Law
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Absences: <ul style="list-style-type: none"> <li>• 2 allowed without justification</li> <li>• 3 or more only with medical approval</li> </ul> o no approval from state authority or foreign police department etc. allowed o please plan your administrative activities out of the scholar schedule <ul style="list-style-type: none"> <li>• possibility to compensate the absence by attending the alternative seminar class at the same week, when the absence occurred</li> <li>• no mobile using accepted in any case except taking the online test</li> </ul> o using a mobile phone during the seminar is considered an unexcused absence of the respective student o using a mobile phone by an argument "it is used for making the notes or searching for information" is not accepted, please make the notes on computer or on the paper and move any activity regarding the mobile phone beyond the seminar session As soon as you exceed these 2 absences or you want to declare medical reasons, please bring me the medical approval to the nearest seminar upcoming after the medical reasons that caused your absence, otherwise it will not be accepted. Please don't send me any messages prior to your absence or after it, because these are irrelevant. Appointment at foreign police is not considered a reason relevantly justifying your absence. Written communication held with the lecturer shall be done only via e-mail. No responds to chat questions. Possibility to consult online each Monday from 13:10 – 13:50. after previous request 24 hours in advance.	
<b>Learning outcomes:</b> After successful completion of this course, students will be able to interpret and apply the legal regulations in practice and to acquaint them with the conditions of doing business. The students gain knowledge and skills about legal relationships related to entrepreneurship in Slovakia. They will be able to set up a business company and carry out simple legal operations related to economic activity.	
<b>Class syllabus:</b>	

In the course special emphasis is placed on the system of commercial law, the legal forms of commercial companies and binding relationships. 1. Basic legal regulations regulating business 2. Legal forms of trading companies 3. Commercial register 4. Capital companies 5. Personal companies 6. Cooperatives as subjects of commercial law 7. Individual entrepreneurship 8. Binding relationships in the commercial law 9. Forbidden muddy practice in the commercial law

**Recommended literature:**

Válková, K.: Základy obchodného práva, Západoslovenské tlačiarne Skalica, s.r.o. Skalica, 2008 Zákon č. 513/1991 Zb. Obchodný zákonník v znení neskorších zmien  
Zákon č. 455/1991 Zb. o živnostenskom podnikaní (živnostenský zákon) v znení neskorších zmien

**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: 426

A	ABS	B	C	D	E	FX	M
25,35	0,0	19,95	15,96	11,97	12,21	14,55	0,0

**Lecturers:** JUDr. Filip Petrínek, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD.

**Last change:** 17.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/076AB/16	<b>Course title:</b> Computer Science
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course requirements: The active participation on lectures and seminars (practical) on computers in MS Windows, MS Word and MS Outlook. Required: Students who participate in online Seminars must use the Microsoft Windows operating system with the Microsoft Office package installed. Examination: - Lectures: Midterm mandatory examination from lectures either via a Midterm test, or Midterm semester work in MS Word to achieve mandatory credit (points) for the Final exam of the course. The semester ends with Final exam of the course, either in written form (test) or oral form on-site. - Seminars (practical): Semester ends with project work in MS Word, to achieve mandatory credits (points) for the Final exam of the course. Scale of 100% assessment is split: 40% lectures: Midterm test/work (15 points) and Final test/oral exam (25 points). 60% seminar (practical): MS Word (60 points). The necessary condition for successful completion of the course is a minimum limit of 60% of each activity. In points: minimum 36 points from seminar (practical), to be able to participate on final test/exam, and minimum 24 points from lectures (the sum of Midterm and Final examination). Details for the seminar (practical) project: 1. Elaboration of project outline Deadline: according to the teacher's instructions (or by e-mail to the specified e-mail address), usually by mid-October. 2. Project elaboration Deadline: no later than the end of the teaching part of the semester, preferably at the last seminar, but always in electronic form to the address according to the instructions of the teacher. 3. The acquired knowledge from seminar is verified during the teaching part of the semester and forms an ongoing assessment. For submitting the project on time and successful project defense, the student can get additional points in the continuous assessment. However, each teacher determines the details of the continuous assessment. It is recommended to defend the project in front of	

the whole study group. The project defense usually may include a written and an oral checkout (theoretical and practical at the computer).

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

### **Learning outcomes:**

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

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

### **Class syllabus:**

Lectures:

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

Seminar (Practical):

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

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

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

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

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

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

Topic 7: MS Word mass correspondence.

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

Topic 9: MS Word developer.

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

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

### **Recommended literature:**

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

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

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

Other recommended literature:

- Libor Gála, Jan Pour, Prokop Toman, Podniková informatika, Počítačové aplikace v podnikové a mezipodnikové praxi, Grada Publishing, Praha 2005, ISBN 80-247-1278-4

- Eleonóra Beňová, Michal Greguš: Výpočtová technika II, Univerzita Komenského, Bratislava 2004, ISBN: 80-223-2002-1

- Eleonóra Beňová, Michal Greguš: Excel – Aplikačný softvér pre manažérov, vyd. Merkury sro., 2006, ISBN 978-80-89143-49-8

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

**Languages necessary to complete the course:**

English language

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 497

A	ABS	B	C	D	E	FX	M
9,86	0,0	24,55	20,52	11,87	8,45	24,75	0,0

**Lecturers:** Ing. Robert Furda, PhD., Ing. Alica Kačmariková, PhD.

**Last change:** 16.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/001AB/16	<b>Course title:</b> Controlling
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 6.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Requirements for completing the course: 60 % continuous evaluation: <ul style="list-style-type: none"> <li>• tasks assigned during the semester - application of acquired theoretical knowledge of selected problems – 30 %</li> <li>• presentation and elaboration of financial interpretation (Report) – 30%</li> <li>• activity – 10%</li> </ul> 40 % final evaluation - exam – regular term written form; retake written form The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): The proportion of continuous and final assessment is 60:40.	
<b>Learning outcomes:</b> The course is aimed at clarifying the nature of Controlling (Controllershship) theory and at methods and techniques applied in this area. The intention is to introduce a new concept for controlling philosophy and demonstrate its application, especially in the operational management of the company. In addition to the theoretical foundations the subject wants to offer the possibility of obtaining specific experience with the application of basic methods and techniques through practical examples. By completing the course, the student will acquire: <ul style="list-style-type: none"> <li>- knowledge of basic terminology in the field of Controlling,</li> <li>- the necessary skills to analyze financial data, create reports, and support management in making well-informed decisions,</li> <li>- an overview of modern techniques used in Controllershship,</li> <li>- an understanding of how AI and digital platforms are reshaping Controlling.</li> </ul>	
<b>Class syllabus:</b> 1. Control as management function, different views of control. 2. Roles and organizational aspects of Controlling. Strategic and Operational Controlling.	

3. Analysis of external environment, Competitive Intelligence.
4. Financial analysis of statements for the purposes of management decision (ex-ante analysis). Performance Management.
5. Cost Controlling: Activity Based Costing, Activity Based Management, Target Costing, Life-cycle Costing.
6. Business Intelligence. Reporting function of Controlling (Data Mining, OLAP, Dashboards), Visualization of the reports.
7. Managerial Accounting.
8. Budgeting.

**Recommended literature:**

- [1] ROEHL-ANDERSON, J. M., BRAGG, S. M. 2005. The Controller's Function: The Work of the Managerial Accountant. New Jersey: John Wiley & Sons, 2005, 480 s. ISBN 0-471-68330-2
- [2] WEBER, J., SCHÄFFER, U. 2008. Introduction to Controlling. Schäffer-Poeschel, 2008, 191 s. ISBN 379102759X
- [3] MERCHANT, K., Van, D. STEDE. W. 2017. Management control systems. 4th edition: Performance measurement, evaluation and incentives. PDF document. Retrieved from <http://ebookcentral.proquest.com>
- [4] Study materials from lectures, additional materials, and documents on current topics

**Languages necessary to complete the course:**

English language

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 328

A	ABS	B	C	D	E	FX	M
32,32	0,0	30,18	18,9	8,54	5,49	4,27	0,3

<b>Lecturers:</b> Mgr. Andrea Gažová, PhD.
<b>Last change:</b> 07.02.2026
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/372AB/21	<b>Course title:</b> Data Analysis for Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> - active participation during seminars in solving problems and assignments - elaboration and submission of assignments on time - delays will be penalized - preparation and submission of the final report on time - delays will be penalized Scale of assessment (preliminary/final): - 13% active participation in work at seminars- 60% work with data on assignments during the semester- 27% final report	
<b>Learning outcomes:</b> Business Data Scientist <ul style="list-style-type: none"> <li>● Analyzes data using various tools</li> <li>● Solve problems by using modeling techniques</li> <li>● Designs, builds and maintains data and analytical infrastructure</li> <li>● Creates sophisticated analytical models</li> <li>● Derives comprehensively acquired data outputs for client information and facilitation his business decision</li> <li>● Skills: data extraction, data transformation, data retrieval, dynamic data analysis, machine learning, Big Data, SQL, R, Python and many more.</li> </ul>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. What does the real database looks like and what does the stored real data look like? (Introduction to SQL structures. Basic commands (Select, Where, Order By, ...). Data types. Keys.)</li> <li>2. How to extract the necessary data from the database for further analysis? (Join, Inner Join, Union, ...)</li> <li>3. How to save hours with demanding databases when downloading and analyzing data via SQL? (Efficient code writing in SQL. Window Function.)</li> <li>4. Summary of knowledge (Practicing previous tasks. Indexing.)</li> <li>5. How to use R language, one of the most used languages by data analysts? (Introduction to R. Library Variables. Fields. Data Frames. Features. For cycle. If.)</li> <li>6. How to perform an initial descriptive and exploratory analysis of the data set? (Basic statistical measures (mean, variance, quantiles). Graphs (histogram, boxplot).)</li> </ol>	

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

**Recommended literature:**

**Languages necessary to complete the course:**

english

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 162

A	ABS	B	C	D	E	FX	M
50,62	0,0	11,11	8,02	1,85	5,56	13,58	9,26

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

**Last change:** 15.02.2026

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/003AB/25	<b>Course title:</b> Data Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Computer Science, Information Systems and Application Software, Project Management	
<b>Course requirements:</b> The schedule for the completion of each task is according to the updated syllabus of the course. Project – 60% <ul style="list-style-type: none"> <li>• Analysis of the current state of the company (Selection of the company and analysis of business processes) – 10%</li> <li>• Design of the database system solution – 20%</li> <li>• Creation and presentation of the database system – 30%</li> </ul> Exam (written test and/or oral exam) – 40% Scale of assessment (preliminary/final): During semester: Project 60%, Midterm or/and Final Exam 40%	
<b>Learning outcomes:</b> The aim of the course is to teach students the basic concepts and principles of relational database theory, the basics of modeling and creating database systems, and the principles of transactional systems. During the exercises, students will gain practical skills and experience in data processing, SQL language, and database systems such as desktop databases and SQL servers.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to Database Theory: Database, Database System, DBMS, Relational Databases</li> <li>2. Basics of Data Model Design: Conceptual Model, Logical Model, Physical Model</li> <li>3. Principles of Data Handling: Relational Algebra, Queries</li> <li>4. SQL</li> <li>5. Database Normalization: Normal Forms – 1NF, 2NF, 3NF</li> <li>6. Database System Design and Business Process Analysis: DFD – Data Flow Diagram, WFD – Workflow Diagram</li> <li>7. Overview of Database and SQL Server Technologies: Principles of SQL Servers</li> <li>8. OLTP and OLAP Databases</li> <li>9. Data Warehouses and Data Mining</li> </ol>	

- 10. BI – Business Intelligence, Data Analytics
- 11. Database System Security
- 12. New Trends in Databases (NoSQL, Cloud database systems)

**Recommended literature:**

- [1] OPPEL, A., 2004. Databases Demystified. McGraw-Hill, 2004. ISBN: 007-225364-9
- [2] KROENKE, D. M., AUER, D. J., 2015. Database Concepts, 6th Edition, Pearson Education, 01-32-742-926
- [3] CONOLLY, T., BEGG, C., 2015. Database Systems: A Practical Approach to Design, Implementation, and Management, 6th Edition, Pearson, ISBN: 978-1-292-06118-4
- [4] CONOLLY, T. – BEGG, C. – HOLOWCZAK, R., 2008. Business Database Systems 1st Edition. Pearson Education Limited, 2008. ISBN: 978-1-4058-7437-3
- [5] BEAULIEU, A., 2020, Learning SQL: Generate, Manipulate, and Retrieve Data, 3rd Edition, O'Reilly Media, ISBN: 978-1492057611
- [6] SILVA, R., 2023, MySQL Crash Course: A Hands-on Introduction to Database Development, No Starch Press, ISBN: 978-1718503007

**Languages necessary to complete the course:**

English

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 52

A	ABS	B	C	D	E	FX	M
19,23	0,0	19,23	30,77	17,31	7,69	5,77	0,0

**Lecturers:** doc. RNDr. Michal Greguš, PhD., Ing. Rastislav Kulháněk, PhD., PhDr. Marek Hlásny

**Last change:** 16.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/052AB/21	<b>Course title:</b> Development of Entrepreneurial Skills I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester, a student can earn up to 80 points. For the final exam, a student can earn up to 20 points. Evaluation of students' work during the semester is divided into six milestones: 1. 5%: Milestone 1 – General measure of Enterprising Tendency 2. 10%: Milestone 2 – Opportunity identification 3. 10%: Milestone 3 – Marketing activity 4. 15%: Milestone 4 – Entrepreneurial idol - essay 5. 20%: Milestone 5 – Microbusiness 6. 20%: Milestone 6 – Sales/Investor pitch The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): During the semester, a student can earn up to 80 points. For the final exam, a student can earn up to 20 points.	
<b>Learning outcomes:</b> Activate and explore selected entrepreneurial skills of students, especially through practically focused activities and projects. Reinforce the creativity, ability to identify the opportunities, marketing skills, sales skills and presentation skills of the students.	
<b>Class syllabus:</b> 1. Creation of an enterprise. Individuals, ideas and opportunities. 2. How entrepreneurs think and act? 3. Entrepreneurial skills and entrepreneurship process 4. Marketing Skills of Entrepreneuers 5. Design thinking 6. Sales Skills of Entrepreneuers 7. Identification and testing of key assumptions, Minimum Viable Business Product 8. How to make a sales pitch and how to attract Investors 9. Creating value for society	
<b>Recommended literature:</b>	

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

[2] HISRICH, R.D., PETERS, M.P., SHEPHERD, D.A. Entrepreneurship. New York: McGraw-Hill, 2013. ISBN 978-007-132631-5. Available in the study room.

[3] STOKES, D., WILSON, N. Small Business Management and Entrepreneurship. Cengage Learning EMEA, 2010. ISBN 978-1-4080-1799-9. Available in the library and study room.

**Languages necessary to complete the course:**

English

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 308

A	ABS	B	C	D	E	FX	M
56,82	0,0	24,35	6,82	3,9	0,32	5,52	2,27

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

**Last change:** 14.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/055AB/16	<b>Course title:</b> Development of Entrepreneurial Skills II
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Development of Entrepreneurial Skills I	
<b>Course requirements:</b> Continuous evaluation for the results achieved during the semester (100 percent). The student submits the results of his/her work during the semester. The student's work focuses on the development and validation of a concept and implementation plan for a micro-business plan within student teams. The work during the semester forms the basis for the course evaluation. The output is a prepared and validated micro-enterprise project concept and relevant documentation. The assessment of the course is in accordance with the CU Study Regulations and the individual grading scales are awarded on the basis of an applied point system that reflects the degree of success in completing the course. Scale of assessment (preliminary/final): Continuous evaluation 100%	
<b>Learning outcomes:</b> The objective of the course is to practice students' entrepreneurial skills in practical application. Students will create their own business idea on which they will test different methods and techniques through which they will transform their idea from initial idea to one that is validated with potential customers.	
<b>Class syllabus:</b> 1. Introduction to the subject 2. Startup ecosystem in Slovakia and presentation of the StartupDen virtual accelerator 3. Identification and validation of business ideas 4. Customer feedback 5. Prototyping 6. Business models 7. Lean Canvas and MVP tuning 8. Final presentations	
<b>Recommended literature:</b>	

HOLIENKA, M. Podnikanie: Podnikavosť, tvorba a rozvoj podnikateľských nápadov a príležitostí. Bratislava: Univerzita Komenského v Bratislave, 2018.  
OSTERWALDER, A. – PIGNEUR, Y. 2010. Business Model Generation. John Wiley and Sons, 2010. ISBN 978-04-708-7641-1  
RIES, E. 2011. The Lean Startup. New York : Crown Business, 2011. ISBN 978-03-078-8789-4  
RIGBY, G. 2011. Business Planning for Entrepreneurs. Hampshire : Harriman House, 2011. ISBN 978-08-571-9178-6  
Virtual accelerator

**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:**

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: 143

A	ABS	B	C	D	E	FX	M
55,94	0,0	16,08	7,69	1,4	0,0	8,39	10,49

**Lecturers:** Mgr. Peter Marcin, PhD., doc. PhDr. Marian Holienka, PhD., Mgr. Miloš Mrva, PhD.

**Last change:** 31.03.2022

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

## STATE EXAM DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM/S06AB/16	<b>Course title:</b> Economics and Finance
<b>Number of credits:</b> 1	
<b>Recommended semester:</b> 5., 6..	
<b>Educational level:</b> I.	
<b>State exam syllabus:</b>	
<b>Last change:</b>	
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.	

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/105AB/22	<b>Course title:</b> Emotional Intelligence in Youth and Senior Entrepreneurship
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2., 4., 6.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Team/individual presentations during semester on solution of the assignments. 1st part: (assignment 1), 10% 2nd part:(assignment 2), 25% 3rd part: (assignment 3), 25% 4th part: case study, 30% 5th part: final presentation, 10% The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> Course, on the one hand, deepens understanding the communication in entrepreneurship and, on the other side, extends the knowledge from emotional intelligence and leadership (with emphasis on differences in skills and expectations of youth and senior). Students gain practical experience developing emotional intelligence through communication in the development of joint entrepreneurial projects. The course creates a solid knowledge basis for further studying courses focused on team building and leadership in entrepreneurship and management. The main goals are: 1. To provide basic theoretical knowledge and practical experiences on developing emotional intelligence as the leading soft skill required for successful entrepreneurship in today's environment. 2. To provide critical ideas on the relationship between emotional intelligence and leadership in intergenerational entrepreneurship.	
<b>Class syllabus:</b> 1. Emotional intelligence as a relevant soft skill for a successful entrepreneur - the soft skills of successful entrepreneurship - the concept of emotional intelligence and its components 2. Self-awareness in entrepreneurship - understanding yourself, your skills and your expectations - team building based on aspirations	

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

**Recommended literature:**

- [1] BAR-ON, R. Emotional and social intelligence: Insights from the Emotional Quotient Inventory. In: BAR-ON, R., PARKER, J. D. A., eds. Handbook of emotional intelligence. San Francisco: Jossey-Bass, 2000, pp. 363-388. ISBN 0787949841.
- [2] MAUER, J. D., SALOVEY, P. What is emotional intelligence? In: SALOVEY, P., SLUYTER, D. J., eds. Emotional development and emotional intelligence: Educational Implications. New York: Basic Books, 1997, pp. 3-31. ISBN 9780465095872.
- [3] GOLEMAN, D. Emotional intelligence. New York: Bantam Books, 1995. ISBN 055309503X.
- [4] FEDOROVA, Y. Emotional intelligence in business: tools and methods of development. In: Adaptive management: theory and practice. Series Economics. 2019, 6(12), ISSN 2707-0654. (In Ukrainian). Available at: [https://doi.org/10.33296/2707-0654-6\(12\)-01](https://doi.org/10.33296/2707-0654-6(12)-01)
- [5] FEDOROVA Y. Emotional capital of the manager as a source of income of the enterprise. In: Scientific view: economics and management. 2020, 2(68), pp.164-170. (In Ukrainian). Available at: [http://scientificview.umsf.in.ua/archive/2020/2\\_68\\_2020/31.pdf](http://scientificview.umsf.in.ua/archive/2020/2_68_2020/31.pdf)
- [6] LUTSENKO, O., FEDOROVA, Y., TSOKOTA, V. R. Emotional intelligence as a general personality self-regulation resource – design of a new test “Emotional Intelligence in Business”. In: Proceedings on problems of personal resources in educational and professional activities. Kharkiv, Ukraine: FOP Brovin O.V., 2021, pp. 51-55. ISBN 978-617-8009-17-5. Available at: <http://dspace.univer.kharkov.ua/handle/123456789/16260>
- [7] FEDOROVA Y. Development of Emotional Intelligence of Teachers in the Process of Studying English. In: Adaptive Management: Theory and Practice. Series Pedagogy. 2019, 7(13). ISSN 2707-0255. Available at: [https://doi.org/10.33296/2707-0255-7\(13\)-10](https://doi.org/10.33296/2707-0255-7(13)-10)
- [8] The other relevant materials will be distributed during course.

**Languages necessary to complete the course:**

English

**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: 79

A	ABS	B	C	D	E	FX	M
60,76	0,0	32,91	3,8	0,0	2,53	0,0	0,0

**Lecturers:** Mgr. Yuliia Fedorova, PhD.

**Last change:** 14.01.2023

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/006AB/16	<b>Course title:</b> English for Managers I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 12% for active participation in class, 12% for mid-term test, 16% for two writing tasks, 10% for grammar test and 50% for oral part of continuous assessment at the end of semester Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> By completing the course the student extends his/her vocabulary related to management, human resources and strategic management. The telephoning skill is practiced. He/she will be able to create a structured professional CV, as well as to write a letter of application.	
<b>Class syllabus:</b> Topics: Numbers in managerial work Fundamental principles of management Company structure Human resource management Types of companies: ltd, plc, family businesses, self-proprietorship Setting up a business Styles of Management Travelling Managerial skills: Telephoning Writing: CV and a Letter of Application Grammar: Tense review, prepositions with verbs, nouns and adjectives, modals.	
<b>Recommended literature:</b> Internal material distributed by the lecturers at the beginning of semester. Ian MacKenzie: English for Business Studies. Third Edition. CUP 2010. Emmerson, P.: Business Builder. Modules 1, 2, and 3. MacMillan 2009. Emmerson, P.: Business Builder. Modules 4, 5, and 6. MacMillan 2009. Emmerson, P.: Business Grammar Builder. MacMillan, 2009. Mascull, B.: Business Vocabulary in Use. CUP 2002.	

Lowe, S.: Telephoning. Klett 2017.  
 Murphy, R.: English Grammar in Use for intermediate learners, fourth edition. CUP 2012.  
 Oxford Business English Dictionary. OUP 2008.

**Languages necessary to complete the course:**

English on level B2

**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: 455

A	ABS	B	C	D	E	FX	M
15,16	0,0	26,37	18,24	13,41	12,97	13,85	0,0

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

**Last change:** 13.09.2024

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/007AB/16	<b>Course title:</b> English for Managers II
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> English for managers I	
<b>Course requirements:</b> 12 % for active participation in class, 8 % for two online grammar tasks, 15 % for negotiating, 15 % for mid-term test, and 50 % for final test taken at the end of the semester while the minimum to pass the test is 21 points. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> By completing the course the student will acquire vocabulary from the field of economics, international trade, banking, accounting, stock exchange and insurance. He/she will learn terminology and phrases from negotiating, and will be able to use them while negotiating with other students in class. He/she can write a professional report.	
<b>Class syllabus:</b> Brief outline of the course: Topics: <ul style="list-style-type: none"> <li>• Global economy in 21st century</li> <li>• International trade: export, import, incoterms</li> <li>• Banking</li> <li>• Company finances</li> <li>• Accounting</li> <li>• Stock exchange, shares and bonds</li> <li>• Insurance</li> <li>• Meetings</li> </ul> Managerial skill: negotiating Grammar: Countable and uncountable nouns, verbs “do“ and “make“, conditionals, contrasts, relative clauses.	
<b>Recommended literature:</b> Internal material distributed at the beginning of semester.	

Ian MacKenzie: English for Business Studies. Third Edition. CUP 2010.  
 Emmerson, P.: Business Builder. Modules 7, 8, and 9. MacMillan 2009.  
 Mascull, B.: Business Vocabulary in Use. Third edition. CUP 2017  
 McCarthy, M. et al. Grammar for Business. CUP 2009.  
 Law, J.: Dictionary of Finance and Banking. OUP, 2018.  
 Doplnit<sup>2</sup>: MacKenzie, I.: Professional English in Use: Finance. CUP 2006.

**Languages necessary to complete the course:**

English on level B2

**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: 305

A	ABS	B	C	D	E	FX	M
11,15	0,0	21,31	23,61	17,05	10,49	16,07	0,33

**Lecturers:** Mgr. Lenka Procházková, PhD., Mgr. Alexandra Mittelman, PhD., MBA, PaedDr. Jarmila Brtková, PhD., PhDr. Roman Kečka, PhD.

**Last change:** 20.01.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/105AB/16	<b>Course title:</b> Ethical and Legal Aspects of Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week: 2 / 2 per level/semester: 28 / 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 6.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> <p>In the seminars will be solved various types of discussion questions and case studies. Specific tasks will be distributed to students through team and/or directly at the seminars. A lecturer at the end of the seminar can randomly select at least two groups for presentation solutions. Other entries assess subsequently forwarded to the writing of a study carried out directly in the seminar and credit points in the evaluation of the student.</p> <p>Students can work in groups, max. 2-3 members per group. For each assignment may receive a maximum of 5 points. During the semester, will be addressed 8 such requests. The maximum number of points that a student can obtain in the mid-term evaluation is therefore 40 points/per cent during the trial period, the student can acquire the remaining 60 points/per cent for passing a written examination in the form of open-ended questions (4 questions), each for 15 points/per cent. To obtain an A rating, it is necessary to obtain at least 91 points to obtain a B rating of at least 81 points, a C rating of at least 73 points, a D score of at least 66 points and an E score of at least 60 points. Credits will not be awarded to a student who obtains less than 10 points in a written exam. Scale of assessment (preliminary/final): 40:60</p>	
<b>Learning outcomes:</b> <p>Learning outcomes of the course are in the form that the student will acquire a comprehensive knowledge based on specific of modern marketing and marketing management, in concrete the application of ethical principles and modern sub-deliveries of law, marketing law.</p>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Introduction to marketing ethics.</li> <li>2. Criticisms of marketing.</li> <li>3. Contrasting perspectives of marketing.</li> <li>4. Ethical issues in marketing relationships.</li> <li>5. Ethics in new media.</li> <li>6. Ethical consumption.</li> <li>7. Marketing to young and vulnerable consumer groups.</li> <li>8. Promotion of harmful products.</li> <li>9. Ethics in social marketing.</li> </ol>	

10. Legislation, regulation and ethics.

**Recommended literature:**

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

**Languages necessary to complete the course:**

English Language

**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: 218

A	ABS	B	C	D	E	FX	M
40,83	0,0	30,73	14,68	4,13	3,67	4,59	1,38

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

**Last change:** 16.02.2026

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMM/278AM/22	<b>Course title:</b> European Integration
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3., 5.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> French language level B1 / legal and economic vocabulary	
<b>Course requirements:</b> Active participation in the course, presentation, final exam Scale of assessment (preliminary/final): 40%/60%	
<b>Learning outcomes:</b> Knowledge of the main steps and processes of European integration	
<b>Class syllabus:</b> Session 1 The European Union: why? Choice of presentations Session 2 The history of European construction "From the European communities of 6 to the European Union of 27" Presentation: Slovakia's integration into the EU Session 3 The legal nature of the EU The Costa / ENEL case Presentation: "Structure of intergovernmental or supranational cooperation: the true nature of the EU" Session 4 The institutions of the European Union: the committee Presentation: The Commission and EU Foreign Policy Session 5 The institutions of the European Union: the European Council and the Council Presentation: Are the European Council and the Council the most powerful institutions in the EU? Session 6 The institutions of the European Union: the parliament	

Presentation: The evolving role of the European Parliament since its inception.

Session 7

Legal sources of EU law

Presentation: the place of European law in the hierarchy of French and Slovak standards

Session 8

The Council of Europe

Presentation: Multi-governance, subsidiarity and Europe of the regions

Session 9

The protection of fundamental rights within the EU

Presentation: The EU Charter of Fundamental Rights and the European Convention on Human Rights.

Session 10

Economic and Monetary Union and the Euro

Presentation: the role of the European central bank and central banks in the euro zone

Session 11

The EU budget

Presentation: Regional policy and structural funds

Session 12

The challenges of European construction

### **Recommended literature:**

[1] Badie, B. (1999). Un monde sans souveraineté. Les Etats entre ruse et responsabilité. In: Politique étrangère, n°2 - 1999 - 64#année. pp. 410-411.

[2] Bafoil, F. (2006). Europe centrale et orientale. Mondialisation européenne et changement social. Paris, Presses de Sciences Po.

[3] Bodin, J. (1576) « La république »

[4] Chevallier, J. (2008). L'Etat post-moderne, Collection droit et société, 3ème Edition, Paris, LGDJ.

[5] Delmas-Marty, M. (2007). Les forces imaginantes du droit, vol. III. La refondation des pouvoirs, Etudes juridiques comparatives et internationalisation du droit. Editions du Seuil, janvier 2007.

[6] Fareed, Z. (1998). De la démocratie illibérale, Le Débat, vol. 99, no. 2, 1998, pp. 17-26.

[7] Herrera, C. M. (2005). Un juriste aux prises du social. Sur le projet de Georges Scelle, Revue Française d'Histoire des Idées Politiques, p. 113-137. Disponible sur: <https://www.cairn-int.info/revue-francaise-d-histoire-des-idees-politiques1-2005-1-page-113.htm>.

[8] Scelle, G. (1932). Précis de Droit des Gens. Principes et Systématique. Première Partie. Introduction, Le Millieu Inter social. Paris, Recueil Sirey.

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

French

### **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:**

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: 63

A	ABS	B	C	D	E	FX	M
53,97	0,0	22,22	4,76	0,0	0,0	15,87	3,17

**Lecturers:** doc. PhDr. Marian Šuplata, PhD., Mgr. Terézia Bezáková

**Last change:** 18.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/151AM/22	<b>Course title:</b> European Law for Managers
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Type, volume, methods and workload of the student - additional information</b> <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>	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2., 4., 6.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> <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>	
<b>Course requirements:</b> <b>Absences:</b> - 2 absences without the obligation to excuse the student's non-participation in the seminar - the student's non-participation in the seminar, where the interim or final assessment takes place, must be excused before the start of the seminar, with a medical certificate. Failure to comply with this condition results in the award of 0% of the given interim assessment.	

Completion of the course:

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

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

**Learning outcomes:**

By completing the course, the student will gain the prerequisites for understanding the functioning of the European Union, its individual bodies, including bodies that contribute to the regulation of legal relations regarding businesses and organizations, an understanding of the functioning of the Court of Justice of the European Union and the hierarchy of administration, especially national or union , which influences and regulates legal relations within the European Union and its member states, as well as acquiring important knowledge for the implementation of European regulations in the functioning of companies or other organizations.

The student will also gain basic knowledge about how to protect himself against incorrectly implemented or transposed European Union law, which can fundamentally affect the company or organization in which he will work.

**Class syllabus:**

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

**Recommended literature:**

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

**Languages necessary to complete the course:**

English

**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: 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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/222AB/24	<b>Course title:</b> Financial Mathematics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Mathematics (1), Mathematics (2)	
<b>Course requirements:</b> Lectures will be accessible online through MS Teams. All study materials will be published in system Moodle ( <a href="https://moodle.uniba.sk/">https://moodle.uniba.sk/</a> ). When logging into MS Teams, it is necessary to use the university login and password and join the team FMUK_Financial_Mathematics_English using the code: q82gkml. In system MOODLE it is needed to select Faculty Management, Department of Quantitative Methods, Course Financial Mathematics. The student can have 2 absences from exercises, one at theoretical exercises and one at computer exercises. Course evaluation during the semester: 1.) 2 x 5-10 min. test on computer exercises for 2 points (4 points), without the possibility of writing a substitute test. 2.) 3 x 10-min. test on theoretical exercises, each for 2 points (6 points), without the possibility of writing a substitute test. 3.) 2 written works one on each type of exercise of 15 points (max. 30 points). The test can be taken in an alternate date during the semester, if the student proves his / her absence by a medical certificate. <b>Assessment of the subject during the Exam period:</b> The final written exam consists of 4 examples. (max. 60 points) 2.) Exam: a student can complete 1 regular and one corrective term if he / she does not reach the required number of points to complete the course on the regular term. The student completes the course if he / she obtains at least 60% of points (ie 24 points) from the continuous assessment, so that he / she can go to the exam and min. 60% of the exam points (ie 36 points) to pass the exam. The points that the student obtains during the semester and in the exam are included in the final grade of the course. Before solving the exam test, student must be logged in to the MS Teams application, have a microphone and camera switch on. Student is performing the exam test in the Moodle system. Student writes the solution by hand on paper, continuously is inserting own solution into the Moodle system while checking the compliance of its solution on paper with what it enters into the system.	

When the exam test is closed, the signed handwritten solution will be photographed or scanned together with student card (ISIC) and putted into the Moodle system. The student is obliged to have ensured a functioning internet connection during the exam tests.

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

**Learning outcomes:**

The subject is a natural extension of Mathematics 1 and Mathematics 2. Students will receive an information about a dynamical analysis of economy, together with an analysis of financial mechanisms and pricing. Students, who pass the subject, will be able to solve various problems from an economy and a financial management.

**Class syllabus:**

I. Dynamical analysis of an equilibrium. Applications of definite integrals in the economy. Marginal and total functions, current value of income streams. Domar's model of the growth of an economy. Modelling of economic evolution processes using differential equations with one and two-dimensional phase spaces. Dynamics of market prices. Linearization of nonlinear differential equations. IS - LM model.

II. Mathematical methods of valuation of financial derivatives. Modeling of stock price development, discrete and continuous model. Valuation of options. Sensitivity analysis of option value. Option strategies.

**Recommended literature:**

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

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: 119

A	ABS	B	C	D	E	FX	M
27,73	0,0	21,01	10,08	9,24	22,69	6,72	2,52

**Lecturers:** doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Branislav Novotný, PhD.

**Last change:** 01.06.2024

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMM/003B/20	<b>Course title:</b> French I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Type, volume, methods and workload of the student - additional information</b> This course is based on a professional and business French method, and is aimed at students following the university program of the Faculty of Management who have a beginner level A1/A2. This course is suitable for older adolescents and young adults and allows the learner to be active while gradually developing their autonomy in French. The topics covered are motivating and the tasks proposed reflect authentic situations. The method is anchored in daily life and offers the opportunity to acquire language skills complemented by an awareness of French and Francophone culture. This course meets the classic needs of acquiring French linguistic basics in a more professional context or for job search in a Francophone environment. The course is based on active, clear and structured communication, relying mainly on a method developed by CLE-International/Sejer.	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> . Scale of assessment (preliminary/final): Continuous assessment consists of two parts: In each session, students can earn a certain number of points for active participation. This will assess the knowledge acquired from the lectures and independent work based on the required literature. A session is divided into two parts: - in the first part, students will present their prepared assignments - in the second part, there will be a discussion of the course materials and a presentation. The semester project is developed continuously in individual classes; a specific assignment is assigned one week in advance. • Throughout the semester, students will work on various topics • Students may work in groups of up to two students. • Assignments are submitted electronically (no later than one business day before the class) to <a href="mailto:olivier.dumontel@fm.uniba.sk">olivier.dumontel@fm.uniba.sk</a> (students communicate exclusively via university email addresses). • Assignments must be prepared in accordance with academic regulations and the formal requirements of academic ethics. In the event of a violation of these regulations, the process will follow the internal rules of the university and faculty regarding non-compliance with academic regulations. Unexcused missed classes, lack of preparation for classes, and late submission of assignments will result in a loss of 10 points. Prerequisites for participating in the final exam include attendance at classes, presentations, and participation in the project press review (conference by the French Ambassador to Slovakia, Student-Business Forum 2022). The end-of-semester exam is a written	

exam containing several open-ended and closed-ended questions. Each student has the right to be informed of the evaluation of their exam, including errors and correct answers. To fulfill this requirement, students have the opportunity to review their exam answers. The resit exam is oral, with each student answering two questions immediately. In accordance with the provisions of Internal Regulation No. 16/2017 of the Rector of Comenius University, published in the Code of Ethics of Comenius University in Bratislava, each student must obtain their results honestly, not cheat, and not use dishonest practices when assessing acquired knowledge. Violations of the Code of Ethics of Comenius University may be considered a violation of obligations arising from legal regulations, (...). Such a violation may result in the application of the accompanying legal consequences at the academic and (...) disciplinary levels. In accordance with the Internal Regulations No. 13/2018, approved by the Academic Senate of Comenius University in Bratislava, the Comenius University in Bratislava Disciplinary Regulations for Students, a student disciplinary offense is any form of copying or prohibited cooperation or providing answers during a written or oral examination (assessment of knowledge) or during preparation for it within the course, or the use of technical devices or any information media in a manner other than that permitted during the written or oral assessment of study results (assessment of knowledge) or during preparation for the course. Committing a disciplinary offense may result in certain sanctions: warning, conditional suspension from studies, or expulsion. Individual levels of the grading structure are assigned based on the achievement of a total number of percentage points that reflect the level of course achievement. The ratio of continuous and final assessment is 60/40.

**Learning outcomes:**

Continuous assessment consists of two parts:

In each session, students can earn a certain number of points for active participation. This will assess the knowledge acquired from the lectures and independent work based on the required literature.

A session is divided into two parts:

- in the first part, students will present their prepared assignments
- in the second part, there will be a discussion of the course materials and a presentation

The semester project is developed continuously in individual classes; a specific assignment is assigned one week in advance.

- Throughout the semester, students will work on various topics
- Students may work in groups of up to two students.
- Assignments are submitted electronically (no later than one business day before the class) to [olivier.dumontel@fm.uniba.sk](mailto:olivier.dumontel@fm.uniba.sk) (students communicate exclusively via university email addresses).
- Assignments must be prepared in accordance with academic regulations and the formal requirements of academic ethics. In the event of a violation of these regulations, the process will follow the internal rules of the university and faculty regarding non-compliance with academic regulations.

Unexcused missed classes, lack of preparation for classes, and late submission of assignments will result in a loss of 10 points.

Prerequisites for participating in the final exam include attendance at classes, presentations, and participation in the project press review (conference by the French Ambassador to Slovakia, Student-Business Forum 2022).

The end-of-semester exam is a written exam containing several open-ended and closed-ended questions. Each student has the right to be informed of the evaluation of their exam, including errors and correct answers. To fulfill this requirement, students have the opportunity to review their exam answers. The resit exam is oral, with each student answering two questions immediately.

In accordance with the provisions of Internal Regulation No. 16/2017 of the Rector of Comenius University, published in the Code of Ethics of Comenius University in Bratislava, each student must obtain their results honestly, not cheat, and not use dishonest practices when assessing

acquired knowledge. Violations of the Code of Ethics of Comenius University may be considered a violation of obligations arising from legal regulations, (...). Such a violation may result in the application of the accompanying legal consequences at the academic and (...) disciplinary levels. In accordance with the Internal Regulations No. 13/2018, approved by the Academic Senate of Comenius University in Bratislava, the Comenius University in Bratislava Disciplinary Regulations for Students, a student disciplinary offense is any form of copying or prohibited cooperation or providing answers during a written or oral examination (assessment of knowledge) or during preparation for it within the course, or the use of technical devices or any information media in a manner other than that permitted during the written or oral assessment of study results (assessment of knowledge) or during preparation for the course. Committing a disciplinary offense may result in certain sanctions: warning, conditional suspension from studies, or expulsion.

Individual levels of the grading structure are assigned based on the achievement of a total number of percentage points that reflect the level of course achievement. The ratio of continuous and final assessment is 60/40.

### **Class syllabus:**

#### **Recommended literature:**

- Quartier d’Affaires – Français Professionnel et des affaires – Niveau A1. CLE international, 2017. ISBN 978-2-09-038666-0
- Vocabulaire progressif du Français des Affaires, CLE international, ISBN 209-033803-2
- Agenda, Méthode de français, Hachette-Français Langue étrangère, 2011. ISBN 978-2-01-155802-2
- Vocabulaire progressif du Français, CLE international, 2007. ISBN 978-2-09-033872-2
- Affaires à suivre, Hachette, CCI de Paris, 2001. ISBN 2-01-155164-1
- L’entreprise, Hachette, CLEP, 1996. ISBN 2-01-15-4995-7
- Français/com, CLE international, 2002. ISBN 209-033171-4
- Objectif Express, le monde professionnel en français, Hachette, 2009. ISBN 978-0-01-155009-0
- Objectif Express, Le monde professionnel en français, Cahier d’activités, Hachette, 2009. ISBN 978-0-01-155510-6
- AlterEgo, méthode français, Hachette, 2006. ISBN 978-2-01-155420-8
- Français Facile : <https://www.francaisfacile.com/>
- Campus1, méthode de français, CLE international, 2002. ISBN 978-2-09-033308-4
- Campus2, méthode de français, CLE international, 2002. ISBN 978-2-09-033317-6
- Campus3, méthode de français, CLE international, 2003. ISBN 978-2-09-033245-2
- Alors ? Méthode de français sur l’approche par compétences, Didier, 2009. ISBN 978-2-278-06073-3
- Alors ? Cahier de grammaire, Didier, 2009. ISBN 978-2-278-06466-3

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

Français / French

#### **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:**

In accordance with the provisions of Internal Regulation No. 16/2017, Directive of the Rector of Comenius University in Bratislava, and a full reading of Internal Regulation No. 23/2016, Directive of the Rector of Comenius University in Bratislava, which sets forth the Code of Ethics of Comenius University in Bratislava, as read in Supplement No. 1, each student shall acquire their academic achievements honestly; shall not cheat or use dishonest practices in any form of assessment of their acquired knowledge. Violations of the Code of Ethics of Comenius University may be considered violations of obligations arising from legal regulations, (...). Such a judgment may be linked to the application of the corresponding legal consequences at the academic, (...) disciplinary level. In accordance with the provisions of Internal Regulation No. 13/2018 approved by the Academic Senate of Comenius University in Bratislava, the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offense of a student is any form of prohibited copying or cooperation or providing answers during a written or oral examination (assessment of knowledge) or during its preparation within the course, or using technical devices or any information carrier in a manner other than that permitted during the written or oral assessment of study results (assessment of knowledge) or during its preparation within the course. The commission of a disciplinary offense may lead to the imposition of certain disciplinary precautions on the student: admonition, conditional suspension from studies or dismissal from studies.

**Past grade distribution**

Total number of evaluated students: 187

A	ABS	B	C	D	E	FX	M
42,78	0,0	24,06	16,04	2,67	2,67	10,7	1,07

**Lecturers:** Mgr. Olivier Dumontel, Mgr. Alexandra Sekáčová

**Last change:** 11.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMM/005B/20	<b>Course title:</b> French III
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Learning French in a more professional and business-oriented environment. This course is primarily aimed at beginner students who wish to discover or improve their French in a professional context or to look for employment in a French-speaking environment. The program covers levels A1-A2 with a solid foundation and prepares for the DELF Pro A1/A2 exam and also the professional French diploma from the Paris Chamber of Commerce and Industry. This learning allows you to enrich and complete your professional profile by addressing French-speaking cultural aspects in a comprehensive and non-stereotypical way. Scale of assessment (preliminary/final): The final grade will take into account the work provided (participation and presentation) during the semester and also the final written exam. The presentation work will be done orally and will count for 40 points of the final grade. Several scenarios will be offered to students that will allow them to better understand the multicultural entrepreneurial world. Participation in these scenarios will also be counted in the final grade. The student can obtain a grade from 0 to 10 points. A final written exam will be proposed in the form of questions relating to the concepts developed in the chapters making up the program. During the exam period, the student can obtain the remaining 50 points. This assessment is in accordance with the University's study regulations and individual classification levels. Grading scales are awarded based on the applied point system. A minimum of 91 is required to obtain a grade A. To obtain a grade of B at least 81 percent. To achieve a grade of C of at least 73 percent, a grade of D of at least 66 percent, and a grade of E of at least 60 percent. Credits will not be awarded to a student who earns less than 60 percent.	
<b>Learning outcomes:</b> Know how to present a product or service, find out about a product, discuss prices, negotiate prices, and buy or sell the product. Know how to book a hotel room, pay for a hotel room, book and take a taxi, discuss means of transport, explain and understand an itinerary, understand an invitation, and have informal exchanges with colleagues.	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	

Quartier d'affaires, français professionnel et des Affaires. Objectif Express, le monde professionnel en Français

**Languages necessary to complete the course:**

French

**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: 64

A	ABS	B	C	D	E	FX	M
50,0	0,0	20,31	14,06	6,25	0,0	6,25	3,13

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

**Last change:** 17.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/324B/19	<b>Course title:</b> German I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Active participation in seminars (80%), continuous control of assignments (20%). To obtain an A rating it is necessary to obtain at least 91 points, to obtain an B rating at least 81 points, to obtain a C rating at least 73 points, to obtain a D rating at least 66 points and to obtain an E rating at least 60 points Scale of assessment (preliminary/final): 100 %	
<b>Learning outcomes:</b> To develop language knowledge and language skills in the field of grammar and vocabulary. To advance communication skills in topics of everyday real life situations.	
<b>Class syllabus:</b> Education University Leisure time and life style Hobbies Exchange study programmes Overseas study stay Business trip	
<b>Recommended literature:</b> Charfaoui Emilia: Deutsch für Nichtphilologen. Nemecký jazyk pre nefilológov. Vyd. Univerzita Komenského, Bratislava, 10.vyd. 2024, 228 s. ISBN 978-80-223-4087-8. Charfaoui Emilia: Deutsch für Nichtphilologen. Nemecký jazyk pre nefilológov. Kľúč k cvičeniam a testom. Vyd. Univerzita Komenského, 2024, 31 s. Charfaoui Emilia: Professional lexical minimum of managerial and economical praxis. Odborné lexikálne minimum z manažérskej a ekonomickej praxe. Vyd. Univerzita Komenského, Bratislava, 2014, 116 s. Actual additional texts form magazines, newspapers and the Internet.	
<b>Languages necessary to complete the course:</b> Slovak and German	

**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:**

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: 335

A	ABS	B	C	D	E	FX	M
65,37	0,0	19,7	7,16	0,9	0,3	5,97	0,6

**Lecturers:** doc. Mgr. Emília Charfaoui, CSc.

**Last change:** 07.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMM/326B/20	<b>Course title:</b> German III
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Active participation in seminars (80%), continuous control of assignments (20%). To obtain an A rating, it is necessary to obtain at least 91 points, to obtain an B rating at least 81 points, to obtain a C rating at least 73 points, to obtain a D rating at least 66 points and to obtain an E rating at least 60 points. Scale of assessment (preliminary/final): Weight of the mid-term / final evaluation: 100 %	
<b>Learning outcomes:</b> The goal of the subject is to familiarize students with the vocabulary in the fields of management, human resource management, marketing, and banking. The aim of the subject is to acquire communicative skills in these areas.	
<b>Class syllabus:</b> Introduction to the Issue Reinforcement of Terminological Apparatus Human Resource Management, Working with Human Resources Enterprise, Entrepreneurship Banking Banking Services and Product Offerings Marketing Definitions of Professional Terms Results and Evaluation	
<b>Recommended literature:</b> Krafft, D., Mittelstädt, E., Wiepcke, C.: Markt Lexikon Wirtschaft Fachbegriffe von A bis Z – einfach und verständlich erklärt. W. Bertelsmann Verlag, Bielefeld 2005. Baberádová, H.: Fachsprache Deutsch - Finanzen. Kommunikation rund ums Geld, Klett, Praha, 2006 Časopis: MARKT, Deutsch für den Beruf – Materialien aus der Presse, Erich Schmidt Verlag, Charfaoui Emilia: Deutsch für Nichtphilologen. Nemecký jazyk pre nefilológov. Vyd. Univerzita Komenského, Bratislava, 2024, 228 s.	

Charfaoui E.: Odborné lexikálne minimum z manažérskej a ekonomickej praxe. Vyd. Univerzita Komenského, Bratislava, 2014, 116 s.  
Charfaoui, E. Komunikatívno-pragmatické a lingvokultúrne charakteristiky reklamného textu. Vyd. UK, Bratislava, 1.vyd. 2014, 141 s.

**Languages necessary to complete the course:**

Slovak, German

**Ethics:**

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**Notes:**

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

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

<b>Past grade distribution</b>							
Total number of evaluated students: 166							
A	ABS	B	C	D	E	FX	M
67,47	0,0	21,08	6,02	0,0	0,0	3,01	2,41
<b>Lecturers:</b> doc. Mgr. Emília Charfaoui, CSc.							
<b>Last change:</b> 07.09.2025							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/014AB/16	<b>Course title:</b> Information Systems and Application Software
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The active participation on lectures and seminars (Practicals) on computers in MS Windows, MS Excel. Required: Students who participate in online Seminars must use the Microsoft Windows operating system with the Microsoft Office package installed (from 2022/2023). Examination: - Lectures: Midterm mandatory examination from lectures either via Midterm test, or Midterm semester work in MS Word to achieve credit (points) for the Final exam of the course; the semester ends with Final exam, either in written form (test) or oral form on-site. - Seminars (Practicals): Semester ends with project work in MS Excel, to achieve credit (points) for the Final exam of the course. Scale of 100% assessment is split: 40% lectures: Midterm test/work (15 points) and Final test/oral exam (25 points). 60% seminar (Practicals): MS Excel (60 points). The necessary condition for successful completion of the course is a minimum limit of 60% of each activity. In points: minimum 36 points from seminar (practical), to be able to participate on final test/exam, and minimum 24 points from the lectures (the sum of Midterm and Final examination). Details for the seminar (Practicals) project: 1. Elaboration of project outline Deadline: according to the teacher's instructions (or by e-mail to the specified e-mail address), usually by mid-March. 2. Project elaboration Deadline: no later than the end of the teaching part of the semester, preferably at the last seminar, but always in electronic form to the address according to the instructions of the teacher. 3. The acquired knowledge from seminar is verified during the teaching part of the semester and forms an ongoing assessment. For submitting the project on time and successful project defense, the student can get additional points in the continuous assessment. However, each teacher determines the details of the continuous assessment. It is recommended to defend the project in front of the whole study group. The project defense usually may include a written and an oral checkout (theoretical and practical at the computer).	

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

**Learning outcomes:**

Lectures: The knowledge of the presented topics and the related business value, an in-depth insight how the business firms use information systems and application software, point out the key issues and problems which the users and managers face when developing and implementing an information system.

Practical: The knowledge of Microsoft Office Suite, mainly MS Excel, and use the tool for solving different problems of managerial practice, financial and analytical tasks, statistical data processing, for example, for marketing research and everyday practical problems which managers encounter in finance, too.

**Class syllabus:**

Lectures:

1. Basic concept.

Components and functions of information systems, managerial and strategic roles of information systems. Other behavioral, managerial and technical concepts are presented.

2. Technology.

Major trends and implications for management in relation to computer hardware, software, database management, and telecommunications technologies.

3. Application.

How the information technologies are used in modern information systems to support collaboration among (end) users, in business, in managerial decision-making and in attaining strategic advantage.

4. Development.

Development of information systems for business with different approaches to software development and implementation of changes using information technologies.

5. Management.

Challenges set by information and communication technologies and management of information systems, technologies, activities and resources, including information, global IT management, security and ethical challenges.

Seminar (Practicals):

1. Intro to MS Excel, absolute and relative addresses, lists, etc.

2. Increasing the productivity of data processing with MS Excel basic tools.

3. Graphs, charts, histograms, ...

4. Export / import of data, preparing the data for processing, working with different data formats.

5. Formulas (AutoSum, arithmetic operators, cell values), use of absolute and relative addressing in formulas, use of functions.

6. Important functions: SUMIF, SUBTOTAL, SEARCH, FIND, INDEX, ADDRESS, INDIRECT, COUNTIF, LOOKUP, ROW, COLUMN, LEN, DATE, DATEVALUE, and others. Matrices and matrix formulas.

7. Financial functions and formulas (PV, FV, NPER, PMT, RATE...).

8. Work with databases in Excel. Sorting. Filtering.

9. Pivot Tables.

10. Solving real world business problems in Excel.

11. Solving more complex problems using Solver.

12. Data analysis, time series, and forecasting. Decision support with statistical analysis in MS Excel.

**Recommended literature:**

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

Curtis Frye: Microsoft Excel 2016 Step by Step, Microsoft Press 2016, Redmont, ISBN: 978-0-7356-9880-2  
 James A. O'Brien, George Marakas, Introduction to Information Systems, 15/e, McGraw-Hill - Irwin, New York 2010, ISBN 978-0-07-337677-6, MHID 0-07-337677-9  
 Kenneth Laudon, Jane Laudon: Essentials of MIS, 9th Edition, ISBN-10: 0-13-611099-1, ISBN-13: 978-0-13-611099-6, Published by Prentice Hall, © 2011, <http://www.pearsonhighered.com/laudon/>  
 Stephen Haag, Maeve Cummings, Management Information Systems for the Information Age, McGraw-Hill Publisher, Denver, San Diego 2009, ISBN 0073376787 / 9780073376783  
 Rainer Turban: Introduction to Information Systems: Supporting and Transforming Business, Publisher: Wiley; 2nd edition, ISBN: 0470169001, 2008, 464 pages.

**Languages necessary to complete the course:**

English

**Ethics:**

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**Notes:**

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

**Past grade distribution**

Total number of evaluated students: 275

A	ABS	B	C	D	E	FX	M
16,73	0,0	26,18	17,09	11,27	5,09	23,64	0,0

**Lecturers:** Ing. Robert Furda, PhD., Ing. Alica Kačmariková, PhD.

**Last change:** 06.01.2024

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/377AB/25	<b>Course title:</b> Innovative Solutions and Artificial Intelligence in Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 3., 5.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 25							
A	ABS	B	C	D	E	FX	M
80,0	0,0	0,0	8,0	8,0	0,0	4,0	0,0
<b>Lecturers:</b> doc. RNDr. Michal Greguš, PhD., Mgr. Karol Schulz, PhD.							
<b>Last change:</b>							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/246AB/21	<b>Course title:</b> International Economic Relations
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 5.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester students will be asked to work on several different tasks (e.g. team work, individual work, reading and questionnaire), for which they can gain up to 40% of the total evaluation. The needed minimum for admission to final exam to be obtained during the semester is 24 points (60% of the evaluation obtained during the semester). The course finish by the final written exam, which has the value of 60% of the total evaluation (the needed minimum for passing the exam is 36 points, meaning 60% of the final exam evaluation). If a retake exam is necessary, it will be held orally. Scale of assessment (preliminary/final): 40% / 60%	
<b>Learning outcomes:</b> Students should acquire the overview and knowledge from the area of international trade, international organizations and economic relations including also international movement of capital and workers (migration).	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>- Basic terms of „international economic relations“</li> <li>- International organizations – international economic organizations (OECD, WTO, UNO – UNCTAD, EU) and international financial organizations (EBRD, EIB, IMF, The World Bank Group)</li> <li>- International movement of capital with the goal of profit</li> <li>- International movement of capital with the goal of aid - Development aid</li> <li>- International movement of labour - Migration</li> </ul>	
<b>Recommended literature:</b> [1] Study materials shared during the semester via a folder in the course team. [2] SCHMIDPETER, R. – CAPALDI, N. – IDOWU, S. O. - STÜRENBERG HERRERA, A. 2019. International Dimensions of Sustainable Management - Latest Perspectives from Corporate Governance, Responsible Finance and CSR. Cham : Springer, 2019. Dostupné na internete: <a href="https://link.springer.com/content/pdf/10.1007%2F978-3-030-04819-8.pdf">https://link.springer.com/content/pdf/10.1007%2F978-3-030-04819-8.pdf</a> [3] KRUGMAN, P. – OBSTFELD, M. 2012/2015. International Economics: Theory and Policy.	

Harlow : Pearson Education. 2012/2015.

[4] PUGEL, T. A. 2012/2016. International Economics. New York : McGraw-Hill, 2012/2016.

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

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

**Languages necessary to complete the course:**

English

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 228

A	ABS	B	C	D	E	FX	M
9,21	0,0	20,18	23,25	19,74	14,04	10,96	2,63

**Lecturers:** doc. PhDr. Paulína Mihaľová, PhD., Mgr. Valeriia Maljar, PhD.

**Last change:** 11.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/271AB/21	<b>Course title:</b> International Financial Reporting Standards
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 5.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> None	
<b>Course requirements:</b> 2 case studies -15% 2. homework assignments-10% 3. midterm -25% 4. final exam -50% Scale of assessment (preliminary/final): 50% / 50%	
<b>Learning outcomes:</b> Upon the successful completion of this course, the students will be able to: <ol style="list-style-type: none"> <li>1. Apply the conceptual framework to the accounting process;</li> <li>2. Research current accounting issues and relate those issues to their impact on the entities and industries involved;</li> <li>3. Prepare the four basic financial accounting statements;</li> <li>4. Analyze the four basic financial accounting statements;</li> <li>5. Evaluate the implications of internal financial decisions on the financial statements;</li> <li>6. Interpret the Statement of Cash Flows;</li> <li>7. Explain the usefulness of the Statement of Cash Flows to users;</li> <li>8. Apply Generally Accepted Accounting Principles (GAAP) requirements for valuing major balance sheet accounts;</li> <li>9. Evaluate the implications of using alternative GAAP methods for the users of financial statements.</li> </ol>	
<b>Class syllabus:</b> 1 Introduction to International Financial Reporting Standards 2 Conceptual Framework, Financial statements preparations 3 Statement of financial position, 4 Cash, Receivables, Inventories, 5 Property, Plant and Equipment, Biological and Intangible Assets	

- 6 Liabilities
- 7 Shareholder's equity
- 8 Fraud and Internal Control
- 9 Statement of Profit and Loss
- 10 Revenue recognition incl. Construction Constructs
- 11 Cash Flow Statement
- 12 Selected Current Topics
- 13 Repetition

**Recommended literature:**

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

**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: 135

A	ABS	B	C	D	E	FX	M
11,11	0,0	19,26	25,19	18,52	14,07	7,41	4,44

**Lecturers:** prof. RNDr. Darina Saxunová, PhD.

**Last change:** 16.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/023AB/16	<b>Course title:</b> Introduction to Entrepreneurship
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week: 2 / 2 per level/semester: 28 / 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 5.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester, a student can get up to 75 points. For the final exam, a student can earn up to 25 points. Evaluation of students' work during the semester is divided into five milestones: <ol style="list-style-type: none"> <li>1. 10%: Milestone 1 – Idea creation / Identification</li> <li>2. 10%: Milestone 2 – Customers – Persona / Empathy map</li> <li>3. 15%: Milestone 3 – Lean canvas (Business model canvas)</li> <li>4. 15%: Milestone 4 – Creative output / Investor Pitch</li> <li>5. 25%: Milestone 5 – Business plan</li> </ol> The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 75/25	
<b>Learning outcomes:</b> To acquaint students with the nature of entrepreneurship, its importance and role. Develop an entrepreneurial mindset and characteristics, highlight their importance not only in the business context. Develop the ability to seek opportunities and ideas, refine them and formulate into business models. Learn the basic techniques of business planning and practice them with concrete examples. Understand the overall context of the operation and management of a company. Make familiar with the practicalities of starting a business.	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Course introduction, Introduction to entrepreneurship</li> <li>2. Entrepreneurial characteristics, creativity</li> <li>3. Opportunities recognition and exploitation, ideas generation and development, innovation</li> <li>4. Business model, business model canvas/lean canvas</li> <li>5. Start-ups and their support</li> <li>6. Business model innovation, testing and validation</li> <li>7. Business planning and business plan</li> <li>8. Legal aspects of business in Slovakia</li> <li>9. Financial aspects</li> <li>10. Guest lecture</li> </ol>	

11. Marketing
12. SME management and its specifics
13. Final exam

**Recommended literature:**

- [1] STOKES, D., WILSON, N. Small Business Management and Entrepreneurship. Cengage Learning EMEA, 2010. ISBN 978-1-4080-1799-9.
- [2] BLANK, S. The Startup Owner's Manual. K & S Ranch, 2012. ISBN 9780984999309.
- [3] KAPLAN, J. Startup: A Silicon Valley Adventure. Penguin, 1995. ISBN 9780140257311.
- [4] RIES, E. The Lean Startup. Crown Business, 2011. ISBN 9780307887894.
- [5] OSTERWALDER, A., PIGNEUR, Y. Business Model Generation. John Wiley & Sons, 2010. ISBN 978-0470-87641-1.

**Languages necessary to complete the course:**

English

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 424

A	ABS	B	C	D	E	FX	M
38,21	0,0	34,2	17,45	5,66	1,65	1,89	0,94

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

**Last change:** 14.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/134AB/16	<b>Course title:</b> Introduction to Financial Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week: 2 / 2 per level/semester: 28 / 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> The prerequisite for this class is a passing grade in foundations of accounting and statistics and to be familiar with the basic financial concepts. Therefore, it is expected that students will be comfortable with the following topics: basics financial concepts, basics accounting principles and basics statistical concepts.	
<b>Course requirements:</b> Participation in seminars, individual student work during the semester, active monitoring of developments in selected financial markets, continuous testing, final test. The mid-term evaluation at the seminars consists of the following parts: - preparation of a presentation in a team on a topic in the field of asset valuation (MAX 5%), - elaboration of homework assignments during the semester (MAX 10%), - participation in seminars and activity during the semester (MAX 15%), - continuous testing during the semester (MAX 20%). Final evaluation: - final written test (MAX 50%). The condition for completing the course is to obtain at least 60% of the total evaluation. The condition for completing the seminars is to obtain at least 25% of the evaluation seminars. Scale of assessment (preliminary/final): 50% / 50%	
<b>Learning outcomes:</b> This is an introductory course in financial management and in corporate finance. The course has three main objectives: 1) Develop an understanding of the tools that are used to analyze firm's financial statements, bonds value and basics evaluating methods for valuing firms. 2) Understand the basic issues involved in how to use concepts of present value and future value in finance and how to use concepts of the risk and return. 3). Understand the basic issues involved in how the financial markets are working. Emphasis will be placed on appreciating the limitations and challenges that are faced when applying the theoretical framework of corporate finance to real world problems.	

**Class syllabus:**

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

**Recommended literature:**

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

Other information sources:

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

**Languages necessary to complete the course:**

Slovak, English

**Ethics:**

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**Notes:**

The main textbook (recommended literature 1.) is available at the FMUK Library. This textbook should be used as main reading. The main textbook is also available for purchase online at

Amazon.com. The relevant chapters are indicated in the class syllabus. There will be several case studies for the course provided in MS Excel form. They will be available for download from faculty's MS Teams cloud solution. The cases are intended to help students understand the course material and prepare them for the exam and real world of finance. The solutions for the case study will be discussed in class.

**Past grade distribution**

Total number of evaluated students: 340

A	ABS	B	C	D	E	FX	M
24,12	0,0	33,53	16,18	12,06	6,47	2,94	4,71

**Lecturers:** prof. RNDr. Darina Saxunová, PhD.

**Last change:** 03.09.2021

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/149AM/22	<b>Course title:</b> Legal Compliance
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Type, volume, methods and workload of the student - additional information</b> 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.	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2., 4., 6.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> 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.	
<b>Course requirements:</b> <b>Absences:</b> - 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. <b>Completion of the subject:</b> - 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. <b>Scale of assessment (preliminary/final):</b> Interim assessment:- 10% mid-term test- 10% presentation of the seminar work- 20% assessment of seminar workFinal exam:- 40% oral exam	
<b>Learning outcomes:</b> 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] ŽUĽOVÁ, J. et al. Reconceptualization of the subject of labor law regulation. PJ Šafárik University in Košice, 2015, 252 p.
- [28] VALENTOVÁ, T., ŽUĽOVÁ, J., ŠVEC, M., New personal data protection rules - according to the new Personal Data Protection Act and the GDPR regulation, 2018 Wolters Kluwer , ISBN: 978-80-8168-792-1
- [29] HUDECOVÁ, I., CYPRICHOVÁ A., MAKATURA I., Regulation on the Protection of Natural Persons in the Processing of Personal Data - GDPR Veľký komentár , 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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/272AB/22	<b>Course title:</b> Macroeconomics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Microeconomics	
<b>Course requirements:</b> Successful completion of the course requires active participation in lectures and seminars, passing preliminary tests and final exam, as well as individual work and continuous preparation for individual lessons. Scale of assessment (preliminary/final): Weight of midterm and final evaluation: 50% / 50%	
<b>Learning outcomes:</b> The goal of the course is to understand the basic principles of economic functioning as a whole and to be able to interpret relationships among the most important macroeconomic variables - GDP, GNP, inflation, unemployment, economic inequalities. After the course student will be able to explain how the macroeconomic equilibrium is being created and what is the cause and consequence of macroeconomic imbalances.	
<b>Class syllabus:</b> The capitalist revolution; Technology, population, and growth; The labour market: Wages, profits, and unemployment; Markets, efficiency, and public policy; Economic fluctuations and unemployment; Unemployment and fiscal policy; Inflation, unemployment, and monetary policy; Technological progress, employment, and living standards in the long run; The Great Depression, golden age, and global financial crisis; Economic inequality; Economics of the environment; Innovation, information, and the networked economy	
<b>Recommended literature:</b> The CORE Econ Team The Economy 2.0: Macroeconomics Open access e-text <a href="https://core-econ.org/the-economy">https://core-econ.org/the-economy</a> The CORE team, The Economy. Available at: <a href="https://core-econ.org/the-economy/v1/book/">https://core-econ.org/the-economy/v1/book/</a> BLANCHARD, O. - JOHNSON, D.R. 2013. Macroeconomics. 6.vydanie. Pearson Education, Inc., 2013. 573 s. ISBN 978-0-273-76633-9 MANKIW, N.G. Principles of macroeconomics. Stamford: Cengage Learning, 551 s. ISBN: 978-1-285-16591-2	

**Languages necessary to complete the course:**

English

**Ethics:**

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

Total number of evaluated students: 239

A	ABS	B	C	D	E	FX	M
4,18	0,0	13,81	15,06	18,41	20,5	23,85	4,18

**Lecturers:** Mgr. Michal Páleník, PhD., Ing. Žaneta Lacová, PhD., prof. Ing. Vladimír Gazda, PhD.

**Last change:** 11.09.2025

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

## STATE EXAM DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM/S07AB/16	<b>Course title:</b> Management
<b>Number of credits:</b> 1	
<b>Recommended semester:</b> 5., 6..	
<b>Educational level:</b> I.	
<b>State exam syllabus:</b>	
<b>Last change:</b> 09.06.2022	
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.	

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/075AB/21	<b>Course title:</b> Management I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Case studies (max. 30%), mid-semester tests (max. 30%), final exam (max. 40%) Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> The course focuses on acquiring basic knowledge of management theory and critical reflection on elementary concepts in organization management. After completing the course, students should be able to understand the essence and goals of managerial work, be aware of the internal and external environment of the organization and its influence on the work of managers, perceive processes taking place in organizational practice in a mutual context; apply basic theoretical knowledge from management to model situations in organizational practice; notice, analyze and interpret situations related to the discussed topics in management practice.	
<b>Class syllabus:</b> 1. Management and Managers in the Workplace 2. Management Theory Development 3. Making Decision 4. Influence of the External Environment and the Organization's Culture 5. Managing in Global Environment 6. Managing Diversity 7. Managing Social Responsibility and Ethics 8. Managing Change and Disruptive Innovation 9. Foundations of Planning 10. Managing Strategy	
<b>Recommended literature:</b> [1] ROBBINS, S. P. - COULTER, M.: Management, Harlow : Pearson Education Limited, 2021, 15th edition. p 751. ISBN 978-0-13-558185-8 [2] Collective of Authors. 2020. Principles of Management. Minneapolis: University of Minnesota. [online]. Dostupné na: <a href="https://open.lib.umn.edu/principlesmanagement/">https://open.lib.umn.edu/principlesmanagement/</a> [3] MITSloan Management Review. Available at <a href="https://sloanreview.mit.edu/">https://sloanreview.mit.edu/</a>	

[4] Databases of the Academic library Comenius University, Center of science-technical information SR.

**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: 420

A	ABS	B	C	D	E	FX	M
54,76	0,0	23,33	9,52	3,33	3,81	5,24	0,0

**Lecturers:** doc. PhDr. Lukáš Copuš, PhD., prof. Mgr. Anna Lašáková, PhD., Nino Tsomaia, Beenish Qamar, PhD.

**Last change:** 18.08.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/076AB/21	<b>Course title:</b> Management II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Case studies (max. 30%), mid-term test (max. 15%), final test (max. 15%), exam (max. 40%) A = 100 – 91 points; B = 90 – 81 points; C = 80 – 73 points; D = 72 – 66 points; E = 65 – 60 points; FX (failed) = 59 – 0 points Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> The course focuses on acquiring basic knowledge of management theory and critical reflection on elementary concepts in organization management. After completing the course, students should be able to understand the essence and goals of managerial work, be aware of the internal and external environment of the organization and its influence on the work of managers, perceive processes taking place in organizational practice in a mutual context; apply basic theoretical knowledge from management to model situations in organizational practice; notice, analyze and interpret situations related to the discussed topics in management practice.	
<b>Class syllabus:</b> 1. Designing Organizational Structure 2. Managing Human Resources 3. Managing Groups and Teams 4. Managing Communication 5. Understanding and Managing Individual Behavior 6. Motivating Employees 7. Being an Effective Leader 8. Monitoring and Controlling 9. Planning and Control Techniques 10. Managing Operations	
<b>Recommended literature:</b> [1] ROBBINS, S. P. - COULTER, M.: Management, Harlow : Pearson Education Limited, 2021, 15th edition. p 751. ISBN 978-0-13-558185-8	

- [2] Collective of Authors. 2020. Principles of Management. Minneapolis: University of Minnesota. [online]. Dostupné na: <https://open.lib.umn.edu/principlesmanagement/>
- [3] MITSloan Management Review. Available at <https://sloanreview.mit.edu/>
- [4] Databases of the Academic library Comenius University, Center of science-technical information SR.

**Languages necessary to complete the course:**

English

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 297

A	ABS	B	C	D	E	FX	M
47,47	0,0	28,28	13,13	3,03	3,03	4,71	0,34

**Lecturers:** doc. PhDr. Lukáš Copuš, PhD., prof. Mgr. Anna Lašáková, PhD., Nino Tsomaia, Beenish Qamar, PhD.

**Last change:** 02.02.2026

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/061AB/16	<b>Course title:</b> Managerial Economics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester students can obtain 70% of the points and 30% of the points during the examination period. 35% of the points has to be obtained during the semester (e.g. from the midterm test, academic paper and/or activity). The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
<b>Learning outcomes:</b> Understanding and orientation in basic knowledge about an enterprise in the market economy, about economic thinking and economy of an enterprise. Getting enriched knowledge base for subsequent courses.	
<b>Class syllabus:</b> 1. Introduction to Managerial Economics. Objects of interest of Managerial Economics. Company and its position in the market economy, the definition of the nature of the business. Enterprise as a goal-oriented system, the goals of the company, risk in the company. Enterprise relationship with the environment. Business environment and company structure. 2. Controlled entity as an economic system. Business and the life cycle of the company. Business transformation process. Assets and business participation in the transformation process. Non-current assets and its nature, valuation and modalities for acquisition of fixed assets. Depreciation and amortization of fixed assets. Current assets, its nature and usage. The issue of financing the assets, sources of financing, own and foreign sources of funding. 3. Costs and corporate profit. Classic and dynamic views on cost management. Current approaches and techniques in cost management. Cash flow management, planning and evaluation of cash flow. External environment. Taxes and taxation. Internal environment. Planning of transformation process, optimization calculations in planning. Investments and assessment of investment in the company. 4. Monitoring and evaluation of the economic performance of the company, revenues, expenses and results of operations of the company. Economic analysis and evaluation of the company's performance, balance sheet, income statement and cash flow statement. Approaches to evaluating of business performance. Controlling as an effective tool of managerial economics.	

**Recommended literature:**

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

**Languages necessary to complete the course:**

English

**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: 463

A	ABS	B	C	D	E	FX	M
33,91	0,0	34,99	13,82	7,34	4,75	5,18	0,0

**Lecturers:** prof. Ing. Ján Papula, PhD., Mgr. Silvester Krčméry, PhD.

**Last change:** 13.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/102AB/16	<b>Course title:</b> Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week: 2 / 2 per level/semester: 28 / 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 40 % interim evaluation: - active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), - semester project – application of theoretical knowledge on selected issues – 40%, 60 % final evaluation: - exam – written, online test using the selected application (MS Forms) Electronic communication and method of distribution of study materials is carried out by MS Teams application. The overall student rating consists of the sum of the percentages for active attendance on seminars and of the percentage obtained from the exam. Exam is written resp. realized through using the selected application (MS Forms). System of interim evaluation is set on the beginning of semester. Exam dates will be determined based on the coordination of dates no later than 1 week before the start of the exam period. Scale of assessment (preliminary/final): 40:60	
<b>Learning outcomes:</b> By completing the course, students will acquire basic knowledge and understanding of various areas of marketing theory. The course emphasizes the importance and contribution of basic marketing postulates in terms of the interconnection of the organization and its customers. Emphasis is given on acquiring skills in marketing decision-making and implementation of individual marketing activities of the organization, especially in strategic and marketing planning, market segmentation and market positioning, marketing research, analysis of the marketing environment and shopping behavior of consumers and the organization, designing the marketing mix, and using international marketing. In addition to gaining theoretical knowledge, the course is also aimed at stimulating students' ability to apply the marketing concept in their working lives.	
<b>Class syllabus:</b> 1. Position and importance of marketing in organization development. 2. The nature of the marketing concept. 3. Strategic planning and the importance of marketing planning. 4. Marketing environment.	

5. Marketing information system and marketing research.
6. Shopping behavior of consumers in organizations.
7. Market segmentation, target group selection, and creation of market position.
8. Product as a marketing mix tool.
9. Pricing and pricing strategy of the company.
10. Distribution channels and physical distribution.
11. Marketing communication and marketing communication mix.
12. International marketing.
13. Service marketing.
14. Presentation of student projects.

**Recommended literature:**

- [1] ARMSTRONG, G. – KOTLER, P. 2007. Marketing: An Introduction. 8th Edition. Upper Saddle River: Pearson Education, Inc. 2007. ISBN 0-13-186591-9 - selected chapters
- [2] BAINES, P. – FILL, C. – PAGE, K. 2011. Marketing. Oxford: Oxford University Press, 2011. ISBN 978-0-19-957961-7
- [3] BISCAIA, R. – RAMOS, R. F. – YOSHIDA, M. – KIM, Y. 2024. Service quality in spectator sports: A review and research agenda. In: International Journal of Consumer Studies. 2024, 48(6), e13086. ISSN 1470-6431
- [4] BLYTHE, J. 2011. Principles and Practice of Marketing. 2nd Edition. Hampshire: Cengage Learning EMEA, 2009. ISBN 978-1-4080-114-78
- [5] DUTT, A. – KASILINGAM, D. – ANGELL, R. – SINGH, J., 2024. The future of marketing and communications in a digital era: data, analytics and narratives. In: Journal of Strategic Marketing. 2024, 32(8), 1435-1443. ISSN 1466-4488
- [6] GRANSTEDT, A., 2024. The past, present, and future of social media marketing ethics. In: AMS Review. 2024, 14(3), 278-296. ISSN 1869-8182
- [7] KOTLER, P. - ARMSTRONG, G. - HARRIS, L. - HE, H. 2018. Principles of Marketing. 8th European Edition. Pearson, 2018. ISBN 0978-1-292-26956-6
- [8] KOTLER, P. – ARMSTRONG, G. 2023. Marketing: An Introduction, 15th edition. Pearson Rental. 2023. ISBN 9780137476459
- [9] OLŠAVSKÝ, F. – ŠTARCHOŇ, P. – MITKOVÁ, Ľ. – DUDIČ, B. 2022. Dynamics of the Slovak Consumer Behaviour in the Context of Ethnocentrism: Managerial Implications. In: Poljoprivreda i šumarstvo. 2022, 68(3), 7-21. ISSN 1800-9492
- [10] RAVEENDHRAN, R. – FAST, N. J., 2024. When and why consumers prefer human-free behavior tracking products. In: Marketing Letters. 2024, 35(3), 395-408. ISSN 1573-059X.
- [11] SMOLKOVÁ, E. – VILČEKOVÁ, L. 2022. Ethnocentrism of Slovak Consumers in Relation to Sustainable Products. In: Sustainable business development perspectives 2022. Proceedings of scientific papers. Brno: Masaryk University Press, 2022, p. 244-253. ISBN 978-80-280-0197-1
- [12] TUTEN, T. L. 2019. Principles of Marketing for a Digital Age. SAGE Publications Ltd, 2019. ISBN 1526423332 - selected chapters
- [13] Marketing Science and Inspirations and Marketing&Media Journals
- With regard to new and available resources, supplementary literature will be updated on a continuous basis.

**Languages necessary to complete the course:**

English

**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: 567

A	ABS	B	C	D	E	FX
33,16	0,0	23,63	17,28	11,46	6,53	7,94

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

**Last change:** 23.10.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/083AB/25	<b>Course title:</b> Mastering Soft Skills in Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 6.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Seminar Activities (max. 70%), final presentation (max. 30%) A = 100 – 91 points; B = 90 – 81 points; C = 80 – 73 points; D = 72 – 66 points; E = 65 – 60 points; FX (failed) = 59 – 0 points Scale of assessment (preliminary): 100 Scale of assessment (preliminary/final): 70/30	
<b>Learning outcomes:</b> The course focuses on introducing students to core soft skills in management and encouraging critical reflection on key concepts related to personal and interpersonal effectiveness in managerial contexts. By the end of the course, students will develop an understanding of the role of a growth mindset in approaching challenges and supporting ongoing personal and professional development. Through an overview of time management and productivity approaches, students will gain initial tools for improving work efficiency and managing competing priorities. Students will also be introduced to the fundamentals of emotional and social intelligence and explore how these competencies influence interactions and relationships in the workplace. The course also provides an introduction to building social capital, as well as the basic principles of public speaking and persuasive communication.	
<b>Class syllabus:</b> 1. Introduction to Soft Skills for Modern Managers 2. Growth Mindset: Embracing Challenges and Continuous Learning 3. Emotional and Social Intelligence: Navigating Relationships and Conflict 4. Time Management and Productivity: Maximizing Efficiency 5. Networking and Negotiation: Building Valuable Relationships 6. Public Speaking and Influence: Mastering the Art of Communication	
<b>Recommended literature:</b> [1] VOSS, C.: Never Split the Difference: Negotiating as if Your Life Depended on It. New York: Harper Business, 2016. ISBN 978-0-06-240780-1.	

- [2] LEWICKI, R. J.; BARRY, B.; SAUNDERS, D. M.: Essentials of Negotiation. New York: McGraw-Hill Education, 2020. ISBN 978-1-260-57308-8.
- [3] LUCAS, S.: The Art of Public Speaking (International Edition). International Edition, February 22, 2019. New York: McGraw-Hill Education. ISBN 978-1-260-69892-6.
- [4] GOLEMAN, D.: Working with Emotional Intelligence. London: Bloomsbury, 1999. ISBN 978-0-7475-4384-8.
- [5] Time Management: Increase Your Personal Productivity and Effectiveness. Boston: Harvard Business School Press, 2005.
- [6] WAITLEY, D.: Psychology of Success: A Positive Approach to Lifelong Learning. Paperback, January 1, 1990. New York: William Morrow & Company. ISBN 978-0688068525.
- [7] BURKEMAN, O.: Four Thousand Weeks: Time Management for Mortals. Audible Audiobook, Unabridged. 2021. Macmillan Audio. ISBN 978-1-250-80533-4.
- [8] CLEAR, J.: Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones. Hardcover, October 16, 2018. New York: Avery. ISBN 978-0-7352-2209-1.
- [9] GOLEMAN, D.: Emotional Intelligence: Why It Can Matter More Than IQ. Paperback, September 27, 2005. New York: Bantam Books. ISBN 978-0-553-38100-4.
- [10] ELLIOTT-MOSKWA, E.; DWECK, C. S.: The Growth Mindset Workbook: CBT Skills to Help You Build Resilience, Increase Confidence, and Thrive through Life's Challenges. Paperback, March 1, 2022. New York: New Harbinger Publications. ISBN 978-1684038487.

**Languages necessary to complete the course:**

English

**Ethics:**

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**Notes:**

<b>Past grade distribution</b>							
Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> Beenish Qamar, PhD.							
<b>Last change:</b> 10.02.2026							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/071AB/24	<b>Course title:</b> Mathematics I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course evaluation during the semester: 2 written test in the middle and at the end of the semester for 20 points (max. 40 points). The test can be taken in an alternate time during the semester, if the student proves his / her absence by a medicine confirmation. Assessment of the subject during the Examinations period: The final written exam (80 minutes), consists of 5 examples (2 from linear algebra and 3 from mathematical analysis). (max. 60 points) Exam: a student can complete 1 regular and one corrective term if he / she does not reach the required number of points to complete the course on the regular term. The student completes the course if he / she obtains at least 60% of points (ie 30 points) from the continuous assessment, so that he / she can go to the exam and min. 60% of the exam points (ie 30 points) to pass the exam. The points that the student obtains during the semester and in the exam are included in the final grade of the subject. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> 1. Linear algebra: vectors and matrices. n-dimensional vectors and matrices: Vector and Matrices Operations, linear dependence and independence. Matrices: transposes and inverse matrix, singular, regular matrices, rank of matrices, determinants, their basic properties. Solution of the system linear equations (Gauss Elimination Method, Cramer`s Rule). Matrices as Linear Transformations, Eigenvalue, Eigenvectors. Application to Market, Leontief Input-Output Models. 2. Calculus of the Function of One Variable. Concept of Limit, Continuity and Differentiability of a Function of One Variable. Rules of Differentiation for a Function of One Variable. L`Hospital Rule. Differentials. Taylor Serries. Extreme Values of a Function of One Variable. Integral Calculus: Indefinite Integrals: Basic rules of Integration, Substitution method, Integration per partes. Definite Integrals.	

Some economical applications.

**Recommended literature:**

- [1] KNOR, M.: Mathematics for Managers I, Univerzita Komenského, Bratislava, 2003.
- [2] BERGIN, J. 2015. Mathematics for Economists with Applications. London and New York : Routledge, Taylor and Francis Group, 2015. ISBN 978-04-156-3828-9
- [3] CHIANG, A. C. 1984. Fundamentals Methods of Mathematical Economics. Singapore : McGraw-Hill, 1984. ISBN 00-706-6219-3
- [4] RENSHAW, G. 2009. Maths for Economics. Oxford : Oxford University Press, 2009. ISBN 978-01-992-3681-7
- [5] SYDSAETER, K. – HAMMOND, P. 2008. Essential Mathematics for Economic Analysis. Boston : Prentice Hall. 2008. ISBN 978-02-737-6068-9
- [6] VINOGRADOV, V .V. 2010. Mathematics for Economists Made Simple. Praha : Karolinum Press, 2010. ISBN 978-80-246-1657-5
- [7] WERNER, F. – SOTSKOV, Y. N. 2006. Mathematics of Economics and Business. New York : Routledge, Taylor and Francis Group, 2006. ISBN 978-04-153-3281-1
- [8] WINSTON, W.L.: Operation research, PWS-KENT Publishing Company, Belmont, California, 1991.

**Languages necessary to complete the course:**

**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: 180

A	ABS	B	C	D	E	FX	M
20,56	0,0	12,22	10,56	9,44	15,0	32,22	0,0

**Lecturers:** Mgr. Lukáš Kurinec, PhD., doc. Ing. Mgr. Urban Kováč, PhD., prof. Deniz Ünal Özpalamutcu, PhD.

**Last change:** 01.06.2024

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/072AB/24	<b>Course title:</b> Mathematics II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course evaluation during the semester: 1.) 1 written test in the at the end of the semester for 30 points. The test can be taken in an alternate time during the semester, if the student proves his / her absence by a medicine confirmation. 2.) Students can earn 10 points for participating in activities and attending tutorials and lectures throughout the semester. 3.) According to the University Act, a student can have max 2 absences (one on theoretical and one on practical exercises). Next absence will be evaluated by -1 point in the final assessment of each type of exercise. Assessment of the subject during the Examinations period: The final written exam, which lasts for 100 minutes, consists of 5 exercises, each worth 12 points, totalling 60 points. Exam: a student can complete 1 regular and one corrective term if he / she does not reach the required number of points to complete the course on the regular term. The student completes the course if he / she obtains at least 60% of points (ie 24 points) from the continuous assessment, so that he / she can go to the exam and min. 60% of the exam points (ie 36 points) to pass the exam. The points that the student obtains during the semester and in the exam are included in the final grade of the subject. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> This course follow course Mathematics I and gives to students the possibility to gain mathematical skills in solving optimization problems. In many economic applications, a manager deals with situations where several variables have to be included into the mathematical model, e.g. usually the output depends on a set of different input factors. Therefore, this course deals with optimization problems for functions depending on more than one independent variable.	
<b>Class syllabus:</b> Functions of several variables: partial derivatives, gradient, total differential, competitive and complementary products.	

Unconstrained and constrained optimization: optimality conditions, Lagrange multipliers, Kuhn-Tucker conditions.  
Linear programming: simplex methods, duality, sensitivity analysis.  
Integer linear programming.

**Recommended literature:**

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

**Languages necessary to complete the course:**

english

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 65

A	ABS	B	C	D	E	FX	M
24,62	0,0	9,23	9,23	15,38	15,38	26,15	0,0

**Lecturers:** doc. RNDr. Mária Bohdalová, PhD., prof. Deniz Ünal Özpalamutcu, PhD., Mgr. Tomáš Bohumel

**Last change:** 01.06.2024

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/273AB/22	<b>Course title:</b> Microeconomics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Obligatory active attendance at the seminars (30%), passing a midterm test (10%) and written final exam (60%). Scale of assessment (preliminary/final): Weight of midterm and final evaluation: 40% / 60%	
<b>Learning outcomes:</b> The subject Microeconomics provides basic knowledge about the origin and development of economic science. It explains the importance of the subject and the methodology of economic theory. It deals with the market and the market mechanism and its basic components such as game theory, demand, supply, price equilibrium and competition. It deals with the individual market subjects. Analyses the behaviour of the company and the consumer on the market. By mastering the basics of economic rules, the student will understand their application in practice.	
<b>Class syllabus:</b> Prosperity, inequality, and planetary limits; Technology and incentives; Doing the best you can: Scarcity, wellbeing, and working hours; Strategic interactions and social dilemmas; The rules of the game: Who gets what and why; The firm and its employees; The firm and its customers; Supply and demand: Markets with many buyers and sellers; Lenders and borrowers and differences in wealth; Market successes and failures: The societal effects of private decisions	
<b>Recommended literature:</b> [1] The CORE Econ Team 2023 The Economy 2.0: Microeconomics Open access e-text <a href="https://core-econ.org/the-economy/">https://core-econ.org/the-economy/</a> The CORE team, The Economy. Available at: <a href="https://core-econ.org/the-economy/v1/book/">https://core-econ.org/the-economy/v1/book/</a> [2] Cowen, T. - Tabarrok, A. 2018. Modern principles: microeconomics. 4th edition. New York, NY : Worth Publishers, 2018. ISBN 978-1-319-09876-6. [3] Horeháj, J., Šuplata, M.: A Concise History of Economic Theories, Banská Bystrica: UMB Belianum, 2015, p. 6-44 [4] Samuelson, P. A. - Nordhaus, W.D.: Economics. McGraw-Hill Inc., 1992. [5] Sloman, J.: Economics. Prentice Hall. 2006. [6] Mankiw, N.G. 2018. Principles of economics. Eighth edition. Australia#; Boston, MA,	

USA : Cengage Learning, 2018. 836 s. ISBN 978-1-305-58512-6.

Light economic reading :

1. Freakonomics series by Levitt and Dubner - <http://freakonomics.com/books/>

2. Spousonomics by Szuchman and Anderson.

<https://www.goodreads.com/book/show/9292810-spousonomics>

3. The Worldly Philosophers by Heilbroner

[https://www.goodreads.com/book/show/82120.The\\_Worldly\\_Philosophers](https://www.goodreads.com/book/show/82120.The_Worldly_Philosophers)

5. Economix by Goodwin <http://economixcomix.com>

**Languages necessary to complete the course:**

Languages necessary to complete the course: English

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 252

A	ABS	B	C	D	E	FX	M
2,78	0,0	6,35	15,08	15,87	25,4	32,94	1,59

**Lecturers:** Mgr. Michal Páleník, PhD., doc. PhDr. Paulína Mihaľová, PhD., prof. Ing. Vladimír Gazda, PhD.

**Last change:** 21.02.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/082AB/21	<b>Course title:</b> Modern Marketing - New Trends
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week: 2 / 2 per level/semester: 28 / 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 6.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Marketing.	
<b>Course requirements:</b> Scale of assessment (preliminary/final): 40 % preliminary evaluation: Active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), semestral project done in teams on selected and approved topic – 40 %, 60 % final evaluation – written exam. The evaluation of the course is in accordance with the Study Regulations of Comenius University and the individual levels of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success of completing the course. A minimum of 91 percent is required to obtain an A rating, a minimum of 81 percent to obtain a B rating, a minimum of 73 percent to a C rating, a minimum of 66 percent to a D rating and a minimum of 60 percent to an E rating. Credits will not be awarded to a student who earns less than 60 percent. Scale of assessment (preliminary/final): 40/60	
<b>Learning outcomes:</b> The aim of the course is to acquaint students with current trends in marketing, including through specific examples from domestic and foreign practice in relation to management and business. The graduate of the course is able to identify the most suitable ones for their implementation in marketing practice, while respecting the conditions of the Slovak market environment. At the same time, students will have an opportunity to apply them in practice through solving selected actual case studies and creating their own proposals.	
<b>Class syllabus:</b> 1. Evolution of marketing thinking, trends and approaches in marketing. Holistic marketing. 2. The impact of new approaches and technologies on partial functional marketing strategies. 3. The importance of information and marketing research in marketing management. Market segmentation and one-to-one marketing. 4. Changes in customer behaviour. Customer relationship management. 5. Digital marketing – Introduction 6. Marketing communication and media planning.	

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

**Recommended literature:**

- [1] BARKER, M. – BAKER, D. – BORMANN, N. – NEHER, K.: Social Media Marketing. A Strategic Approach. South-Western, Cengage Learning, 2013. ISBN 978-1-133-58927-3
- [2] BERGER, J.: Jak stvořit pecku na trhu. Brno: Vydavatel'stvo Jota, 2013. ISBN: 9788074623318
- [3] BURGESS, CH. – BURGESS, M.: The New Marketing. How to Win in the Digital Age. SAGE Publicatins Ltd, 2020. ISBN 9781526490100
- [4] CATMULL, E. – WALLACE, A.: Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration. New York: Random House, 2014. ISBN 978-0812993011
- [5] FREY, P.: Marketingová komunikace. Nové trendy 3.0. Praha: Management Press, 2018.
- [6] GODIN, S.: Permission Marketing: Turning Strangers Into Friends & Friends Into Customers. New York: Simon & Schuster, 1999. ISBN 978-0684856360
- [7] HANDLEY, A.: Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content. New York: Wiley, 2014. ISBN: 978-1-118-90555-5
- [8] HESKOVÁ, M. – ŠTARCHOŇ, P.: Marketingová komunikace a moderní trendy v marketing. Praha: Oeconomia, 2009. ISBN 978-80-245-1520-5
- [9] KOTLER, P. – KARTAJAYA, H. – SETIAWAN, I.: Marketing 4.0: Moving from Traditional to Digital. Wiley, 2016. ISBN: 978-1-119-34120-8
- [10] KOTLER, P. – KARTAJAYA, H. – SETIAWAN, I.: Marketing 5.0: Technology for Humanity. John Wiley & Sons, 2021. ISBN: 978-1-119-66851-4
- [11] LEHU, J. M.: Branded Entertainment: Product Placement & Brand Strategy in the Entertainment Business. London: Kogan Page, 2009. ISBN 978-0749453374
- [12] ŠTARCHOŇ, P. – PŠENÁK, P. – MIKLOŠÍK, A.: Medzigeneračné rozdiely v správaní slovenských spotrebiteľov. Zlín : Radim Bačuvčík - VeRBuM, 2022. ISBN 978-80-88356-09-7
- [13] ŠTEFKO, R. – ŠTARCHOŇ, P. – BAČÍK, R. – HORVÁTH, J.: E-business a e-commerce. Inovatívne trendy. Prešov : Bookman , 2021. ISBN 978-80-8165-422-0
- [14] Databázy Akademickej knižnice FM UK a Centra vedecko-technických informácií SR Marketing Science and Inspirations, Trend, Stratégie and other selected sources.

**Languages necessary to complete the course:**

**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:**

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

**Past grade distribution**

Total number of evaluated students: 180

A	ABS	B	C	D	E	FX	M
50,56	0,0	17,78	13,33	7,22	2,22	7,22	1,67

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

**Last change:** 16.02.2026

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/098AB/17	<b>Course title:</b> Money and Banking
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 5.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> The conditions for completing the course are: - attendance and active participation during seminars, - independent and continuous preparation for the seminars, - successful passing of the interim assessment, - successful passing of the final test. Interim assessment consists of elaboration of a presentation in a team or individually depending on the number of students (20%), midterm test (15%), active participation on seminars (15%) and final test (50%), which will take place in penultimate week of the semester. The condition for passing the course is to obtain at least 60% of the total evaluation. Scale of assessment (preliminary/final): Continuous / final assessment: 100% seminar / 0% exam	
<b>Learning outcomes:</b> Graduates of the course will know the theoretical aspects of the money, banking system and money market as part of the financial market and the practical functioning of the most important segment of the money market – the interbank market, focusing on the functioning of the Euro area. Graduates will be able to obtain and process relevant economic data from reliable international sources.	
<b>Class syllabus:</b> 1. Money and circulation of money 2. Financial system 3. Banking system in the Slovak Republic and in foreign countries 4. Position, functions and role of the European Central Bank 5. International financial, monetary and bank institutions 6. Position and main activities of the commercial banks 7. Counterfeiting money and money laundering 8. New forms of banking systems 9. Electronic banking and virtual money	
<b>Recommended literature:</b> Stephen G. Cecchetti, Kermit L. Schoenholtz (2015) Money, Banking, and Financial Markets. McGraw-Hill Education, 2015. ISBN 978-981-4575-16-4	

Cheol S. Eun, Bruce G. Resnick (2014) International Finance. McGraw-Hill Education, 2014.  
ISBN 978-0-0771-6161-3

**Languages necessary to complete the course:**

English

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 311

A	ABS	B	C	D	E	FX	M
25,4	0,0	31,83	21,86	7,07	8,68	3,22	1,93

**Lecturers:** Mgr. Magdaléna Musilová, PhD., LL.M., Ing. Ondrej Ivančo

**Last change:** 11.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/022AB/16	<b>Course title:</b> Operations Management and Logistics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 6.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Completed Course on Basics of Management	
<b>Course requirements:</b> The grade you receive for the course will be based on the following tasks. Students are obliged to write two seminary works. The evaluation consists of three parts: (1) Attendance 20%, (2) Seminary work from Operations Management 40%, (3) Seminary work from Logistics 40%. Total 100%. The final grade is derived using Comenius University Bratislava's decimal grading system based on the following scale: A = 91-100%, excellent; B = 81-90%, very good; C = 73-80%, good; D = 66-72%, satisfactory; E = 65-60%, sufficient; FX = 0-59%, insufficient.	
<b>Learning outcomes:</b> The aim of the course is to provide students with basic knowledge and skills from two management areas – operations management and logistics – that closely correlate. After successful completion of the course student will be able to: <ul style="list-style-type: none"> <li>• Understand the importance and functions of operations management and explain the basic managerial terms and processes.</li> <li>• Apply systematic, professional, and creative approach to identify and address the problems and challenges in productivity improvement.</li> <li>• Understand the role of software systems for production planning and control</li> <li>• Understand the core concepts of digital manufacturing and digital twin.</li> <li>• To apply principles of sustainable manufacturing.</li> <li>• Understand the importance and functions of logistics and SCM.</li> <li>• Understand the principles of purchasing, procurement, and sourcing in logistics.</li> <li>• Analyze the inventory and warehouse management systems.</li> <li>• Describe the new approaches in logistics transportation systems.</li> </ul>	
<b>Class syllabus:</b> 1. Characteristics of Operations Management and Production System 2. Productivity Management 3. ERP a MES Systems	

4. Digital Production System and Digital Twin
5. Sustainable Production System
6. Characteristics of Logistics and SCM
7. Procurement and Purchasing
8. Inventory Management
9. Warehouse Management
10. Logistics Transportation Systems

**Recommended literature:**

Obligatory:

[1] HEIZER, Jay H., RENDER, Barry, MUNSON, Chuck. Operations Management: Sustainability and Supply Chain Management. 13th edition. Harlow: Pearson, 2020. ISBN 978-1-292-29503-9.

[2] SULLIVAN, Mac, KERN, Johannes, eds. The Digital Transformation of Logistics: Demystifying Impacts of the Fourth Industrial Revolution. Hoboken, New Jersey: Wiley-IEEE Press, 2021. ISBN 978-1-119-64640-2.

[3] BURGHART, Stephanie, FEKETE, Milan. Risk Management of Procurement of the German Medium-Sized Industrial Companies with the Focus on Security of Supply. In: KRYVINSKA, Natalia, PONISZEWSKA-MARAÑDA, Aneta, eds. Developments in Information & Knowledge Management for Business Applications. Cham: Springer, 2022, pp. 321-359. ISBN 978-3-030-77915-3.

Recommended:

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

[5] NAYYAR, Anand, KUMAR, Akshi, eds. A Roadmap to Industry 4.0: Smart Production, Sharp Business and Sustainable Development. Cham: Springer, 2020. ISBN 978-3-030-14543-9.

The home page of the FMCU library is: <https://www.fm.uniba.sk/pracoviska/kniznica-fm-uk/>.

On this address, you can find various bibliography sources. You can also utilize web pages, like Google Scholar <https://scholar.google.com/> which is also recommended.

**Languages necessary to complete the course:**

English language

**Ethics:**

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*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:**

The course is provided only in the summer semester.

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

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

**Past grade distribution**

Total number of evaluated students: 407

A	ABS	B	C	D	E	FX	M
65,6	0,0	27,52	4,42	0,25	0,0	1,72	0,49

**Lecturers:** doc. Ing. Milan Fekete, PhD.

**Last change:** 14.05.2022

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/077AB/21	<b>Course title:</b> Personnel Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester the student has the possibility to get 60% of the total number of points. 40% of the total number of points consists of the exam after leaving the class. 100% = 100 points. The minimum E rating is 60 points. Tasks cannot be retrospectively presented and earned points. <ul style="list-style-type: none"> <li>- 30% assignments and their in time presentations during the semester in scheduled week</li> <li>- 15% TEST 1 (week 7, covers topics from weeks 1-5)</li> <li>- 15% TEST 2 (week 11, covers topics from weeks 6-10)</li> <li>- 40% final oral exam</li> </ul> Scale of assessment (preliminary/final): 60/40	
<b>Learning outcomes:</b> <b>COURSE OBJECTIVES OR LEARNING OUTCOMES:</b> Human Resource Management provides an overview of the fundamentals of human resource management and the impact and importance of these concepts and principles in an organization. It is designed to build a broad foundation of knowledge and skills required for managing human resources. The course has wide appeal and assists both Human Resource Professionals and Human Resource Managers (line or operational managers) in managing human resources more effectively and efficiently. The course will focus on seven major topic areas: <ul style="list-style-type: none"> <li>- Strategic Human Resource Management;</li> <li>- Planning Human Resources;</li> <li>- Attracting and Selecting Human Resources;</li> <li>- Placing, Developing and Evaluating Human Resources;</li> <li>- Motivating and Rewarding Human Resources;</li> <li>- Maintaining High Performance; and</li> <li>- Human Resource Management in the Global Context.</li> </ul> Upon completion of the course, students will understand the fundamentals of human resource management and be able to evaluate how these functions can affect an organization.	
<b>Class syllabus:</b> 1. Introduction to HR management and strategic HR management. Trends influencing HRM. 2. Job Analysis. Managing Work Flows.	

3. Human Resource Planning.  
Strana: 2
4. Recruitment,
5. Selection of employees.
6. Performance management. TEST 1.
7. Training of employees.
8. Career development of employees and career management.
9. Work Motivation.
10. Managing Rewards, Compensation
11. Employee Retention, Turnover and Absenteeism. TEST 2.
12. Downsizing and outplacement. Decruitment. Termination of contract.
13. Managing Employee Relations, Labor unions & collective bargaining

**Recommended literature:**

Required:

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

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

Recommended:

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

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

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

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

[5] Carbery, R., Cross, C. (2019) Human Resource Management. 329 p. ISBN

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

[6] Groschl, S. et al. (2009) International human resource management. Nelson.

ISBN:9780176440978 Houndmills, Basingstoke, Hampshire: Palgrave Macmillan.

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

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

Selected Case Studies

**Languages necessary to complete the course:**

English

**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:**

**PARTICIPATION IN CLASS**

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

**Past grade distribution**

Total number of evaluated students: 211

A	ABS	B	C	D	E	FX	M
22,27	0,0	18,96	15,17	16,11	12,32	7,58	7,58

**Lecturers:** Mgr. Michaela Poláková, PhD.

**Last change:** 04.02.2026

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/062B/10	<b>Course title:</b> Physical Education (1)
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 2724							
A	ABS	B	C	D	E	FX	M
87,11	0,07	0,77	0,37	0,0	0,04	11,6	0,04
<b>Lecturers:</b> Mgr. Tomáš Kuchár, PhD., Mgr. Ladislav Mókus, Mgr. Jana Leginusová, PaedDr. Dana Mašlejová, Mgr. Martin Dovičák, PhD., Mgr. Júlia Raábová, PhD., Mgr. Branislav Nedbálek, PhD., Mgr. Tomáš Lovecký, Mgr. Martina Mahel'ová, Mgr. Marko Mižičko, PhD., PaedDr. Lucia Ondrušová							
<b>Last change:</b> 11.04.2022							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/063B/10	<b>Course title:</b> Physical Education (2)
<b>Educational activities:</b> <b>Type of activities:</b> <b>Number of hours:</b> <b>per week: per level/semester:</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> 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.	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 2315							
A	ABS	B	C	D	E	FX	M
86,95	0,0	0,78	0,13	0,13	0,35	11,62	0,04
<b>Lecturers:</b> Mgr. Tomáš Kuchár, PhD., Mgr. Ladislav Mókus, Mgr. Jana Leginusová, PaedDr. Dana Mašlejová, Mgr. Martin Dovičák, PhD., Mgr. Júlia Raábová, PhD., Mgr. Branislav Nedbálek, PhD., Mgr. Tomáš Lovecký, Mgr. Martina Mahel'ová, Mgr. Marko Mižičko, PhD., PaedDr. Lucia Ondrušová							
<b>Last change:</b> 11.04.2022							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/064B/10	<b>Course title:</b> Physical Education (3)
<b>Educational activities:</b> <b>Type of activities:</b> <b>Number of hours:</b> <b>per week: per level/semester:</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> 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.	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 1683							
A	ABS	B	C	D	E	FX	M
90,73	0,0	0,65	0,36	0,0	0,12	7,9	0,24
<b>Lecturers:</b> Mgr. Tomáš Kuchár, PhD., Mgr. Ladislav Mókus, Mgr. Jana Leginusová, PaedDr. Dana Mašlejová, Mgr. Martin Dovičák, PhD., Mgr. Júlia Raábová, PhD., Mgr. Branislav Nedbálek, PhD., Mgr. Tomáš Lovecký, Mgr. Martina Mahel'ová, Mgr. Marko Mižičko, PhD., PaedDr. Lucia Ondrušová							
<b>Last change:</b> 11.04.2022							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/065B/10	<b>Course title:</b> Physical Education (4)
<b>Educational activities:</b> <b>Type of activities:</b> <b>Number of hours:</b> <b>per week: per level/semester:</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b> 4.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 1407							
A	ABS	B	C	D	E	FX	M
88,98	0,0	0,78	0,28	0,14	0,07	9,31	0,43
<b>Lecturers:</b> Mgr. Tomáš Kuchár, PhD., Mgr. Ladislav Mókus, Mgr. Jana Leginusová, PaedDr. Dana Mašlejová, Mgr. Martin Dovičák, PhD., Mgr. Júlia Raábová, PhD., Mgr. Branislav Nedbálek, PhD., Mgr. Tomáš Lovecký, Mgr. Martina Mahel'ová, Mgr. Marko Mižičko, PhD., PaedDr. Lucia Ondrušová							
<b>Last change:</b> 11.04.2022							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/066B/10	<b>Course title:</b> Physical Education (5)
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b> 5.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 985							
A	ABS	B	C	D	E	FX	M
92,99	0,1	0,81	0,0	0,1	0,1	5,58	0,3
<b>Lecturers:</b> Mgr. Tomáš Kuchár, PhD., Mgr. Ladislav Mókus, Mgr. Jana Leginusová, PaedDr. Dana Mašlejová, Mgr. Martin Dovičák, PhD., Mgr. Júlia Raábová, PhD., Mgr. Branislav Nedbálek, PhD., Mgr. Tomáš Lovecký, Mgr. Martina Mahel'ová, Mgr. Marko Mižičko, PhD., PaedDr. Lucia Ondrušová							
<b>Last change:</b> 11.04.2022							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/067B/10	<b>Course title:</b> Physical Education (6)
<b>Educational activities:</b> <b>Type of activities:</b> <b>Number of hours:</b> <b>per week: per level/semester:</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 2	
<b>Recommended semester:</b> 6.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> 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.	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 716							
A	ABS	B	C	D	E	FX	M
96,79	0,0	0,7	0,14	0,14	0,28	1,96	0,0
<b>Lecturers:</b> Mgr. Tomáš Kuchár, PhD., Mgr. Ladislav Mókus, Mgr. Jana Leginusová, PaedDr. Dana Mašlejová, Mgr. Martin Dovičák, PhD., Mgr. Júlia Raábová, PhD., Mgr. Branislav Nedbálek, PhD., Mgr. Tomáš Lovecký, Mgr. Martina Mahel'ová, Mgr. Marko Mižičko, PhD., PaedDr. Lucia Ondrušová							
<b>Last change:</b> 11.04.2022							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/220AB/16	<b>Course title:</b> Principles of Financial Accounting I
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> 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.	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 380							
A	ABS	B	C	D	E	FX	M
8,95	0,0	14,47	16,32	16,58	19,21	23,42	1,05
<b>Lecturers:</b> prof. RNDr. Darina Saxunová, PhD., Mgr. Lenka Papíková, PhD.							
<b>Last change:</b> 07.02.2026							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/221AB/16	<b>Course title:</b> Principles of Financial Accounting II
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Principles of Financial Accounting I	
<b>Course requirements:</b> 1. Quizzes 2. Homework assignments 3. Midterm exam 4. Final exam Scale of assessment (preliminary/final): 10% / 15% / 25% / 50%	
<b>Learning outcomes:</b> The goal of the subject is to master basic accounting procedures for double-entry accounting for entrepreneurs and process of the financial statements preparation and their interpretation. After the course, students will be able to: 1. understand accounting cycle, 2. analyze financial statements of companies with respect to industrial sectors, 3. Prepare three basic financial statements - Balance sheet, Income statement, Retained Earnings Statement, 4. Analyze three basic financial statements, 5. Analyze impact of internal decisions on company financial accounting, 6. Understand and analyze parts of a balance sheet - assets and liabilities and equity, 7. Understand basics of asset reporting - acquisition, depreciation and disposal, 8. Analyze sources of financing - liabilities and shareholders equity, 9. Analyze and work with accounting for financial instruments - bonds, 10. Understand and analyze revenue recognition and expense recognition principles in companies	
<b>Class syllabus:</b> 1. The accounting information system, 2. Reporting and Analyzing Inventory, 3. Internal Control and Cash, Reporting and Analyzing Receivables, 4. Reporting and Analyzing Long-Lived Assets, 5. Reporting and Analyzing Liabilities, 6. Reporting and Analyzing Stockholders' Equity	
<b>Recommended literature:</b> - Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso: Accounting Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013 - Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso: Accounting Principles,	

WileyPLUS, 12th edition, 2015

- Saxunova, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019

**Languages necessary to complete the course:**

English

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 395

A	ABS	B	C	D	E	FX	M
10,13	0,0	19,24	21,77	18,99	15,44	11,65	2,78

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

**Last change:** 12.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/051AB/16	<b>Course title:</b> Project Management - Foundation
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 2 / 2 <b>per level/semester:</b> 28 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> no	
<b>Course requirements:</b> Scale of assessment (preliminary/final): Assessment of the course by grades from A to FX is in accordance with the rules set by the study regulations at FM UK, valid for the academic year. From 100% points, it is possible to get 50% during the semester and 50% points during the final exam in the trial period. Assessment points during the semester can be obtained:- 30% Elaboration and presentation of a semester project- 10% Midterm test 1- 10% Midterm test 2 Assessment points in the final exam:- 45% Final test- 5% Oral answer	
<b>Learning outcomes:</b> - Understanding the basics, basic principles of project management and its importance for practice - Familiarity with the terminology of project management, their mapping to practical examples, the dictionary of the project manager - Explanation of basic methodologies in project management, explanation of differences, approaches to their implementation in real projects - Importance and use of tools to support project management	
<b>Class syllabus:</b> Brief syllabus - lectures: 1. Introduction to project management, its basic principles, building components, Triple Constraint of project management, organization of exercises 2. Project creation, operation - project, justification of projects 3. Project management methodologies, their differences, implementation for different types of projects, soft and hard skills of a project manager 4. Organizational structure of the project team, its creation and RACI matrix, the role of the project team 5. Mind maps, time planning of projects, creation of project plans 6. Quality management in project management, quality management process, quality register 7. Risk management in project management, risk management process, risk register	

8. Change management in project management, change management process, register of open points
9. Project budgeting and return on investment
10. Project management tools, software support, MS project, MS Visio
11. Consultations and preparation of presentations for semester projects
12. Presentation of semester projects
13. Summary and conclusion of the subject

Scope of Exercises:

1. Division of students into teams, assignment of teams to a semester project, assignment of tasks for the next exercise, Creating a rationale for the project
2. Presentations of team preparations - Creating the rationale of the project, assigning tasks for the next exercise, Creating the organizational structure of the project team
3. Presentations of team preparations - Creating the organizational structure of the project team, assigning tasks for the next exercise, Creating the RACI matrix
4. Presentations of team preparations - Creating a RACI matrix, assigning tasks for the next exercise, Creating project plans
5. Presentations of team preparations - Creating project plans, assigning tasks for the next exercise, Design of qualitative indicators of the project, quality register
6. Presentations of team preparations - Design of qualitative indicators of the project, quality register, assignment of tasks for the next exercise, Identification of project risks, risk register
7. Presentations of team preparations - Identification of project risks, risk register, assignment of tasks for the next exercise, Identification of project changes, register of open points
8. Presentations of team preparations - Identification of project changes, register of open points, assignment of tasks to the next exercise, Project budgeting and return on project investment
9. Presentations of team preparations - Creation of the project budget and return on project investment, assignment of tasks for the next exercise, Creation of a project plan in the SW application MS Project
10. Presentations of team preparations - Creating a project plan in the SW application MS Project
11. Consultations and preparation of presentations for semester projects
12. Presentation of semester projects
13. Summary and conclusion of the subject

**Recommended literature:**

PRINCE2, Managing Successful Projects with PRINCE2, [www.tso.co.uk](http://www.tso.co.uk)  
 Project Management For Dummies,  
[http://ce.sharif.edu/courses/90-91/1/ce428-1/resources/root/ebooksclub.org\\_\\_Project\\_Management\\_For\\_Dummies\\_\\_3rd\\_Edition.pdf](http://ce.sharif.edu/courses/90-91/1/ce428-1/resources/root/ebooksclub.org__Project_Management_For_Dummies__3rd_Edition.pdf)

**Languages necessary to complete the course:**

English

**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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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: 267

A	ABS	B	C	D	E	FX	M
18,35	0,0	26,97	17,23	11,24	11,24	8,61	6,37

**Lecturers:** Ing. Peter Balco, PhD., Mgr. Sharon Cheron Murgor, prof. Ing. Natalia Kryvinska, PhD., Mgr. Miriam Filipová, PhD.

**Last change:** 03.02.2021

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/067AB/18	<b>Course title:</b> Social Entrepreneurship
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2., 4., 6.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Students are evaluated for their active participation at seminars during the semester. They work on several individual and group assignments and they are expected to develop their own social entrepreneurship project idea and business model. - Two seminar assignments (analysis of social entrepreneurship ecosystem; analysis of social entrepreneurship case examples in terms of their business models and approach to scaling), each worth 20% - Active application of the concepts from the field of social entrepreneurship in students' model assignments (own model social entrepreneurship project idea and business model). Students are expected to prepare an idea pitch, an impact canvas, and a business model description, including a business model canvas, each part worth 20%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 100% continuous evaluation	
<b>Learning outcomes:</b> Understand the character and role of social entrepreneurship in the current socio-economic context. Understand motives and qualities of social entrepreneurs. Understand different types of social entrepreneurship and different business models and scaling strategies. Able to develop own social entrepreneurship project ideas using state-of-the-art tools and techniques.	
<b>Class syllabus:</b> <b>MAIN TOPICS OF THE COURSE:</b> 1. Course introduction 2. Introduction to social entrepreneurship 3. Social entrepreneurship ecosystem, social entrepreneurship in practice 4. Individual work on assignment 1: Social entrepreneurship ecosystem 5. Presentations of assignment 1: Social entrepreneurship ecosystem 6. Impact and scaling 7. Individual work on assignment 2: Social entrepreneurship case example analysis 8. Feedback on assignment 2; Ideation	

9. Presentations of assignment 3, part 1 (Idea pitch)
10. Impact canvas
11. Presentations of assignment 3, part 2 (Impact canvas)
12. Business model canvas for social entrepreneurship, team consultations
13. Final presentations

**Recommended literature:**

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

**Languages necessary to complete the course:**

English

**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:**

The knowledge, skills, competencies, and transferable abilities the student acquires by successfully completing the subject affect his personal development and can be used in his future career and life as an active citizen in democratic societies. These are listed in the subject syllabus. Following the provisions of § 71 of Internal Regulation no. 14/2023 approved by the Academic Senate of Comenius University Bratislava Full text of Regulation no. 23/2021 Internal system of ensuring the quality of higher education of the Comenius University Bratislava as amended by Addendum no. 1 and Appendix no. 2, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.* Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may

be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

Following the provisions of internal regulation no. 13/2018 approved by the Academic Senate of the Comenius University Bratislava Disciplinary regulations of the Comenius University Bratislava for students, a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject. Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

**Past grade distribution**

Total number of evaluated students: 164

A	ABS	B	C	D	E	FX	M
50,61	0,0	28,05	7,32	7,32	1,22	4,88	0,61

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

**Last change:** 09.02.2026

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/001B/21	<b>Course title:</b> Spanish Language I
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> I.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>							
Total number of evaluated students: 288							
A	ABS	B	C	D	E	FX	M
64,24	0,0	10,76	9,38	3,47	4,86	6,25	1,04
<b>Lecturers:</b> Mgr. Lucia Kočíšová							
<b>Last change:</b> 03.09.2025							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/307AB/16	<b>Course title:</b> Special Topics in IT Projects
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 6.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester there will be a written test for 30 points (so-called midterm exam). Rating 70 points will be awarded for a semester project and its presentation. Scale of assessment (preliminary/final): Test 30%, Presentation of seminar project 30%, Seminar work (.docx) 40%	
<b>Learning outcomes:</b> The paradigm of digitization is radically changing the world's business and society. Related to this is the growing volume of IT projects, which places increasing demands on project managers. The aim of the course is to include bachelor's degree graduates among the excellently theoretically prepared graduates in the field of project management with a focus on ICT. To acquaint students with the specifics and modern-agile approaches in their management.	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>• Correctly estimate and control the scope of the IS / ICT project</li> <li>• Manage the time, cost and quality of the IS / ICT project</li> <li>• Work effectively with human resources</li> <li>• Use all available means of communication</li> <li>• Monitor and detect potential risks in a timely manner</li> <li>• Maximize the benefits of external collaboration</li> <li>• Combine the individual parts of the IS / ICT project into a functional whole</li> </ul> Thematic plan: <ol style="list-style-type: none"> <li>1. Types of IT projects, Introduction to software development</li> <li>2. Software development process, software development participants, software life cycle models</li> <li>3. Architectural design</li> <li>4. Requirements and specification of IT project</li> <li>5. Estimation of scope in IT projects</li> <li>6. Risk management</li> <li>7. Implementation: classical procedures and agile procedures</li> <li>8. Methodology Scrum, Kanban, Lean Development, Test Driven Development</li> <li>9. Verification and validation - testing</li> </ol>	

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

**Recommended literature:**

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

**Languages necessary to complete the course:**

English

**Ethics:**

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 94

A	ABS	B	C	D	E	FX	M
42,55	0,0	31,91	11,7	2,13	1,06	7,45	3,19

<b>Lecturers:</b> doc. RNDr. Michal Greguš, PhD., Mgr. Monika Pikus, PhD.
<b>Last change:</b> 17.02.2025
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/115AB/16	<b>Course title:</b> Statistical Methods
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 3 / 2 <b>per level/semester:</b> 42 / 28 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 4.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Continuous evaluation will consist of two parts: 1. MidTerm Project: Students will complete a project during the term to demonstrate their understanding and application of the course material. This may involve data collection, analysis, and a written or oral presentation of findings. 2. Final Exam Project: At the end of the course, students will undertake a comprehensive project that tests their overall mastery of the subject. This project will require them to synthesize concepts learned throughout the term and present their results in a clear, structured format.	
<b>MidTerm Project</b> <ul style="list-style-type: none"> <li>• <b>Form:</b> <ul style="list-style-type: none"> <li>o A written report (approximately 5–10 pages) describing the project’s objectives, methodology, analysis, and conclusions.</li> <li>o A brief presentation (in-class or recorded) summarizing the main findings.</li> </ul> </li> <li>• <b>Structure:</b> <ul style="list-style-type: none"> <li>o Introduction: Clearly state the project’s purpose and research question(s).</li> <li>o Methodology: Describe the data sources, tools (e.g., R, Python), and statistical techniques used.</li> <li>o Analysis: Present findings, including relevant tables, charts, or code snippets.</li> <li>o Discussion/Interpretation: Interpret results in the context of the research question(s).</li> <li>o Conclusion and Future Work: Summarize key takeaways and suggest possible next steps.</li> <li>o References: List any sources or datasets used.</li> </ul> </li> <li>• <b>Other Features:</b> <ul style="list-style-type: none"> <li>o Must include at least one real or simulated dataset to demonstrate data handling and analysis.</li> <li>o Students are encouraged to apply statistical methods covered in class (e.g., regression, exploratory data analysis).</li> <li>o Code and scripts should be clearly documented.</li> </ul> </li> <li>• <b>Deadline:</b> <ul style="list-style-type: none"> <li>o Submission: To Be Announced</li> <li>o Presentation: To Be Announced</li> </ul> </li> </ul>	
<b>Final Exam Project (60% of evaluation)</b> <ul style="list-style-type: none"> <li>• <b>Form:</b></li> </ul>	

- o A comprehensive written report (approximately 10–15 pages) showcasing an in-depth analysis.
  - o An oral or recorded presentation detailing key findings and reflecting on the entire course content.
  - Structure:
    - o Executive Summary: A concise overview of the project’s goals, approach, and main results.
    - o Literature/Context Review (optional but recommended): Briefly discuss background or related work if applicable.
    - o Extended Analysis: Demonstrate a range of techniques (e.g., advanced regression, hypothesis testing, model validation) and justify each step.
    - o Results and Discussion: Present outcomes with clarity, linking them back to course concepts.
    - o Limitations: Critically assess any constraints or shortcomings in your approach or data.
    - o Conclusion: Summarize the project’s contributions and highlight lessons learned.
    - o References and Appendix: Provide citations, data sources, and additional materials (e.g., code).
  - Other Features:
    - o Must integrate multiple topics from the course (e.g., probability, regression, EDA, etc.).
    - o Emphasis on critical thinking, thoroughness, and clarity of communication.
    - o Students should demonstrate proper data handling, coding proficiency, and analytical rigor.
  - Deadline:
    - o Final Report Submission: 15..6.2025 unutil 23:59:59
    - o Presentation To Be Announced
- MidTerm and Final Exam project
- Students work on assignment alone.
  - Assignments are submitted electronically on the address of [urban.kovac@fm.uniba.sk](mailto:urban.kovac@fm.uniba.sk) (students communicate exclusively via university e-mail addresses).
  - Assignments must be elaborated according to academic rules, complying with formal and content requirements and academic ethics. Should these be violated the process will follow internal university and internal faculty rules of academic malpractice.
- Evaluation of the Regular Exam Based on the Two Projects
1. Overall Grading
    - o The regular exam consists of two major projects:
      1. MidTerm Project (continuous evaluation component)
      2. Final Exam Project (comprehensive assessment)
    - o Each project will be graded on the quality of analysis, clarity of communication, and application of course concepts.
    - o A passing grade in both projects is required to successfully complete the course.
  2. Insufficient Work and Retake Process
    - o If a student’s submitted project (Term Project or Final Exam Project) does not meet the minimum required standards, the student will receive notification of insufficiency.
    - o From the date of notification, the student will have 5 days to revise and resubmit the project as a retake exam.
    - o The resubmitted project must address all identified deficiencies; otherwise, the student risks failing the course.
  3. Final Grade Determination
    - o The final grade is calculated based on the combined evaluations of both the Term Project and the Final Exam Project, taking into account any revisions made during the retake process.
    - o Students are encouraged to incorporate feedback promptly to demonstrate improvement in both technical and communication skills.
- This approach ensures continuous assessment throughout the term and provides a structured opportunity for students to correct and improve their work if their initial submission does not meet the required standard.

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

**Learning outcomes:**

By completing the course, the student will:

- Understand the fundamental concepts and techniques of statistical methods and their application in decision-making processes.
- Be able to apply various statistical methods to analyze data, including descriptive statistics, probability theory, hypothesis testing, correlation and regression analysis, and statistical inference.
- Develop proficiency in using software tool such as R for performing statistical analysis on real-world datasets.
- Gain the ability to interpret statistical results, make informed decisions based on data, and communicate findings effectively in both written and oral formats.
- Build critical thinking skills by evaluating the appropriateness of statistical methods for different types of data and research questions.
- Understand how statistical methods can be used to draw conclusions, test hypotheses, and solve practical problems in business, economics, and social sciences.

The course objectives are designed to provide students with a solid foundation in statistical analysis, empowering them to apply statistical methods confidently in various professional contexts.

Lectures: Theoretical explanation of individual methods.

Exercises: Solving practical tasks using R software on real data.

**Class syllabus:**

1. Introduction to Statistical Methods and R Environment
2. Basic Probability Concepts
3. Conditional Probability and Bayes' Theorem
4. Random Variables and Probability Distributions
5. Exploratory Data Analysis (EDA) in R
6. Deep Dive into Exploratory Data Analysis (EDA)
7. Correlation and Introduction to Linear Regression
8. Simple Linear Regression Analysis with R
9. Multiple Linear Regression Basics
10. Diagnostics and Model Assumptions for Multiple Regression
11. Model Building and Variable Selection
12. Practical Applications of Regression in R
13. Course Review, Advanced Topics, and Final Project Discussion

**Recommended literature:**

McClave J. T., Benson P. G., Sincich T.: Statistics for Business and Economics, Prentice-Hall, INC., 2001 <http://www.prenhall.com/mcclave/>

Wonnacot T. H., Wonnacot R. J.: Introductory Statistics. John Wiley and Sons; Third Edition edition (1977)

Hanke J. H., Reitsch A. G.: Understanding Business Statistics, Richard D. Irwin, INC., 1991  
E-book: <http://www.statsoft.com/textbook/stathome.html>

**Languages necessary to complete the course:**

English

**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: 187

A	ABS	B	C	D	E	FX	M
40,11	0,0	22,46	13,9	4,28	1,6	8,56	9,09

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

**Last change:** 26.02.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/116AB/16	<b>Course title:</b> Statistics
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week: 2 / 2 per level/semester: 28 / 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 5	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the semester, the student can receive max. 50 points. 50 points can be obtained for 2 midterms (20 points each, 40 points in total) and 10 points for the active participation in classes. The exam is worth 60 points. Each student can take 1 regular and 1 remedial term if after the regular term he gets less than 60 points for the interim assessment and exam. The consequence of an unexcused missed class and failure to be prepared for class is the loss of 2 points. Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b> Students will learn to do with the basic methods of descriptive statistics, probability theory and an introduction to inferential statistics methods.	
<b>Class syllabus:</b> 1. Introduction into Descriptive Statistics. Frequency Table, Frequency Distribution, Basic statistical measures. 2. Introduction to probability theory. Bayes rules. Random variable. Discrete random variables. Discrete probability distributions. Continuous probability distributions Normal probability distribution. Approximating a Binomial Distribution by a Normal Distribution. 3. Introduction into inferential statistics. Sampling Methods and the Central Limit Theorem. Confidence interval estimation. One Sample Test of Hypothesis. Two Sample Tests of Hypothesis	
<b>Recommended literature:</b> [1] ANDERSON, D. R. – SWEENEY, D. J. – WILLIAMS, T. A. – CAMM, J. D. – COCHRAN, J. J. 2011. Statistics for Business and Economics. Cengage Learning, 2011. ISBN 978-11-332-7453-7 [2] FREEMAN, J. – SHOESMITH, E. 2010. Statistics for Bussiness and Economics. Cengage Learning, 2010. ISBN 978-14-080-1810-1 [3] MCCLAVE J. T. – BENSON, P. G. – SINCICH, T. 2009. Statistics for Business and Economics. 9th Edition. Prentice-Hall, 2009. <a href="http://wps.prenhall.com/esm_mcclave_statsbe_9/">http://wps.prenhall.com/esm_mcclave_statsbe_9/</a> .	

- [4] WONNACOT, T. H. – WONNACOT, R. J. 1990. Introductory Statistics for Business and Economics. New Jersey : John Wiley and Soons, 1990. ISBN 04-716-1517-X
- [5] Douglas A., L., Marchal, W. G., Wathen, S.A. Basic Statistics for Business & Economics. McGraw Hill International Edition. 2008 alebo neskoršie vydanie
- [6] Bohdalová, M. Online study materials available on <https://moodle.uniba.sk> subject 2025/2026 Statistics ENP +ERA (<https://moodle.uniba.sk/course/view.php?id=2418>)

**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: 398

A	ABS	B	C	D	E	FX	M
18,34	0,0	19,85	18,09	12,31	17,34	11,31	2,76

**Lecturers:** doc. RNDr. Mária Bohdalová, PhD., Mgr. Liubov Hodovanska, Ing. Tengizi Mtchedlidze

**Last change:** 23.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/023AM/23	<b>Course title:</b> Turism, Strategy and Organization
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: 2 per level/semester: 28</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 3	
<b>Recommended semester:</b> 2., 4., 6.	
<b>Educational level:</b> I., II.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>							
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
<b>Lecturers:</b>							
<b>Last change:</b>							
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.							