

Course descriptions

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COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEMPP/005M/25	Course title: Aktuálne trendy manažmentu regionálneho rozvoja
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/090M/21	Course title: Applied Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: 1. 60% Interim Assessment: • active participation in seminars (a 10% deduction in case of unexcused absence or unpreparedness for the seminar); • semester project on a pre-selected and approved topic (60%). 2. 40% Final Assessment: • exam—a written test. The overall assessment of students is based on the sum of the percentages obtained for the presented semester project and active participation, as well as the percentages obtained for the exam. The semester project is prepared incrementally during individual seminars, with specific assignments provided one week in advance at each seminar. The semester project is comprehensively evaluated considering its quality, feedback from the lecturer, and other students. The semester project must be completed and submitted no later than one week before the first exam date in either printed or electronic form, or sent via email to the lecturer. Projects submitted after the specified deadline will not be accepted. The semester project is submitted without the possibility of further revisions or exchanges. The maximum length of the theoretical section is one-third of the total paper length. Proper citation of used resources according to ISO 690 and ISO 690-2 standards is required in the project. Scale of assessment (preliminary/final): Individual grades on the grading scale are awarded based on the total percentage/points earned, reflecting the level of success in completing the course. The evaluation ratio is 60:40.	
Learning outcomes: The outcome of the course will be to teach students how to apply marketing in various sectors of the national economy. Through examples and case studies from economic practice, students will acquire expanded knowledge related to the industries covered in the syllabus, as well as attain a high level of knowledge, independence, and foresight in both familiar and unfamiliar environments. Students will work in teams and learn about initiative and teamwork responsibility. They will develop innovative and creative thinking within the different sectors of the national economy in the field of marketing. Expert presentation of their study or practical results—students will present the outcomes of their semester project, which also serves as one of the evaluation criteria for the course. Students will be able to establish scientific or practical assumptions for individual problem	

solutions. They will learn to analyze specific situations and abstract marketing processes within selected industries.

Class syllabus:

1. Introduction to the Subject Matter

The first step involves familiarizing students with the conditions for earning credits, as well as the content of lectures and seminars. Overview of topics and fulfillment of lecturer's requirements. Choice of topics by students.

2. Marketing in Tourism

The industry plays a significant role in the Slovak national economy. Specifics of marketing in the tourism services sector. The nature of the tourism service package and the creation of tourism products. Forms and types of tourism. The customer in tourism. Marketing communication of a tourism business. Further categorization of tourism based on various criteria.

Examples, questions, and additional tasks for a deeper understanding of the topic: The role of Slovakia Travel and SARIO—state support for tourism in Slovakia. Marketing in tourism, including the context of mountainous regions in Slovakia and abroad.

3. Marketing in Tourism

The marketing communication mix of a tourism enterprise. Travel agencies and service intermediaries. Entrepreneurship in tourism. Statistical data on overnight stays in Slovakia, classified according to the country and nationality, and current data. The need for building the brand of Slovakia.

Examples, questions, and additional tasks for a deeper understanding of the topic: The current situation in Slovakia and specifics of tourism in Slovakia. Tourism and COVID. Sustainable tourism and the environment.

4. Marketing in Spa Industry

The current issues will focus on the application of marketing theory in the subsector of the spa industry. The economics of the spa industry. Entities involved in the spa industry. Use of marketing in the spa industry and spa towns. Slovak spa towns and marketing, region promotion. Clusters. The history of marketing use in the spa town of Piešťany.

5. Marketing in Spa Industry

The issue will focus on the application of marketing theory in the subsector of CR in the spa industry. Slovak spa towns and marketing, region promotion, and offering services to customers—spa guests, visitors, and patients. The history and present use of marketing in the spa towns of Rajecké Teplice, Trenčianske Teplice, and Turčianske Teplice.

6. Marketing in Retail

Definition of retail and wholesale, the purchasing process in trade, customer decision-making in product selection, business margin, its use, and the method of determining the business margin. Developments in the trade industry during crisis years, decline in revenue for certain activities, and subsequent use of marketing, spatial division in stores, marketing tools used to support sales, and more. Current topics, such as diversity and inclusion.

7. Marketing in Retail

Merchandising—definitions, terminology in the retail industry, explanation of professional terms in the retail industry, a strategic form of product sales, merchandising management, strategic merchandising for a retail unit, its goals and dimensions, and the history of merchandising. Classification of merchandising. Merchandising and its use in retail chains: Billa, Jednota, Kaufland, and Tesco. Merchandising and its technical support in the form of display aids, other merchandising technical tools, and their sales support. Merchandising in connection with the sustainability concept.

8. Marketing in Sport

The issue will focus on the application of marketing theory in sports. Introduction to sports marketing. The history of marketing in sports. Marketing methods and tools in sports. Creating and implementing a marketing plan for a sports club. Brand management and sponsorship. Sponsor activation.

9. Marketing in Sport

The current issue will focus on the application of marketing theory in sports. Specifics of sports marketing. Use of marketing in sports. Marketing strategy in a sports club. Merchandising and fan engagement. Brand building. Case study: Application of marketing in football clubs

10. The Use of Marketing in Family Businesses

Definition of a family business according to selected EU states. The family business and its role in the national economy. Generations and succession in family businesses. Reasons for the existence of family businesses. Inheritance of a family business. Countries/continents with the highest number of family businesses. Marketing characteristics of family businesses. Tradition and know-how of family businesses. Historical genesis of family businesses. Slovak family businesses and their utilization of marketing.

11. The Use of Marketing in Family Businesses

Application of marketing theory in the practice of family businesses. Practical Examples of Marketing Use: One example is one of the oldest family businesses in the world. Examples of marketing use in family businesses in selected EU countries—Italy, Austria, and Germany.

12. Territory Marketing: Country, City, Municipality

The use of marketing in the strategy for the development of a territorial unit can bring many opportunities for the stakeholders of that area. Classification of territorial units according to NUTS and other selected criteria: size, economic structure, natural conditions, etc. The application of marketing also has an educational benefit for the stakeholders of the territory. Specifics of territory marketing application. Territory marketing applied to target groups: entrepreneurs, residents, tourists, and investors. The extended marketing mix of territory marketing. The importance of partnerships in territory marketing.

13. Territory Marketing: Country, City, Municipality

The application of marketing to territorial units at the level of the state, city, and municipality: specifics of marketing implementation. Examples of the application of marketing to territorial units in Slovakia and abroad. Examples of creating city or municipality marketing partnerships. Marketing of countries, cities, and municipalities in the context of the smart approach (concept, application).

14. Presentation of student projects.

Recommended literature:

- [1] BIGNÉ, E. – ZANFARDINI, M. – ANDREU, L. How online reviews of destination responsibility influence tourists' evaluations: An exploratory study of mountain tourism. *Journal of Sustainable Tourism*. 2021. ISSN 0966-9582.
- [2] BLÁŠKOVÁ, B. Analýza imidžu vybraného územia. *Teória a prax verejnej správy*. 2020. ISBN 978-80-8127-155-7.
- [3] BUREŠOVÁ, J. Online marketing: Od webových stránok k sociálnim sítim. Praha: Grada Publishing, 2022. ISBN 978-80-271-4928-5.
- [4] CLARK, J. Fashion merchandising: principles and practice. Bloomsbury Publishing. 2020. ISBN 978-1352011104.
- [5] COPUŠ, L. - PAPÍK, M. - OLŠAVSKÝ, F. Corporate social responsibility and societal marketing concept in financial sector (Slovak perspective). Education excellence and innovation management through Vision 2020: From regional development sustainability and competitive economic growth, IBIMA, 2017. ISBN 978-0-9860419-7-6.
- [6] CUNHA, C. R. – LOPES, L. – MENDONÇA, V. Immersive digital marketing for

- smart cities focusing tourism. Marketing and Smart Technologies: Proceedings of ICMaTech 2021, Singapore : Springer Nature Singapore.
- [7] ČASLAVOVÁ, E. Management a marketing sportu. Olympia, 2009. ISBN 978-80-737-6150-9.
- [8] DOROKHOV, O. – KULTAN, J. – MUKHAMMEDOV, A. – DOROKHOVA, L. – MALYI, V. Comparative overview of natural and cultural components of the marketing environment for tourism in Kazakhstan and Slovakia. The Journal of VN Karazin Kharkiv National University. Series: International Relations. Economics. Country Studies. Tourism. 2020. ISSN 2313-2396.
- [9] JAKUBÍKOVÁ, D. Marketing v cestovním ruchu. Praha : Grada Publishing, 2009. ISBN 978-80-89090-25-4.
- [10] JONSEN, K. et al. Diversity and inclusion branding: a five-country comparison of corporate websites. The International Journal of Human Resource Management. 2021. ISSN 0958-5192.
- [11] KARIM, R. et al. The impact of 4ps marketing mix in tourism development in the mountain areas: A case study. International Journal of Economics & Business Administration. 2020. ISSN 2241-4754.
- [12] KIRÁĽOVÁ, A. Marketing hotelových služeb. 2. vyd. Praha : Ekopres, 2006. ISBN 80-86929-05-1.
- [13] KITA, J. Nákup a predaj. Bratislava: Wolters Kluwer, 2017. ISBN 9788081685521.
- [14] KITA, P. – FOLVARČÍKOVÁ, L. Obchodná prevádzka. Bratislava: Vydavateľstvo Ekonóm, 2011. ISBN 978-80-225-3368-3.
- [15] KONŠTIK, P. Základné aspekty merchandisingu. Vybrané kapitoly z obchodnej prevádzky. Bratislava : Vydavateľstvo EKONÓM, 2014. ISBN 978-80-225-3943-2.
- [16] KOTLER, P. – HAIDER, D. – REIN, I. Marketing places. Free Press, 2002. ISBN 978-074-323636-2.
- [17] LABANAUSKAITĖ, D. – FIORE, M. – STAŠYS, R. Use of E-marketing tools as communication management in the tourism industry. Tourism Management Perspectives. 2020. ISSN 2211-9736.
- [18] LIM, W. M. – YAP, S. F. – MAKKAR, M. Home sharing in marketing and tourism at a tipping point: What do we know, how do we know, and where should we be heading?. Journal of business research. 2021. ISSN 1873-7978.
- [19] LISOVÁ, L. – ROJÍKOVÁ, D. Digitálna komunikácia slovenských miest. Journal of Economics and Social Research. 2022. ISSN 2729-8213.
- [20] MARECKI, Ł. J. Green Marketing: Sustainability Is Already a Reality in Marketing. Handbook of Research on Achieving Sustainable Development Goals With Sustainable Marketing. IGI Global, 2023. ISBN 978-1668486818.
- [21] MATEJČÍKOVÁ, J. – ROJÍKOVÁ, D. Úloha potenciálu mesta pri budovaní značky mesta. Journal of Economics and Social Research. 2021. ISSN 2729-8213.
- [22] NEZAMOVA, O. – OLENTSOVA, J. The role of marketing in increasing competitiveness of the region. Proceedings of the 2nd International Scientific Conference on Innovations in Digital Economy. 2020. ISBN 978-1-4503-8831-3.
- [23] OLŠAVSKÝ, F. The importance of country of origin in buying behaviour of slovak consumers in selected product categories. Hradec economic days: double-blind peer reviewed proceedings of the international scientific conference Hradec economic days. Hradec Králové: Gaudeamus, 2016. ISBN 978-80-7435-636-0.
- [24] RATHER, R. A. Customer experience and engagement in tourism destinations: The experiential marketing perspective. Journal of Travel & Tourism Marketing. 2020. ISSN 1054-8408.

[25] ROGGEVEEN, A. L. et al. Forging meaningful consumer-brand relationships through creative merchandise offerings and innovative merchandising strategies. Journal of Retailing. 2021. ISSN 0022-4359.

[26] RUST, R. T. The future of marketing. International Journal of Research in Marketing. 2020. ISSN 0167-8116.

[27] SIGALAT-SIGNES, E. et al. Transition towards a tourist innovation model: The smart tourism destination: Reality or territorial marketing?. Journal of Innovation & Knowledge. 2020. ISSN 2444-569X.

[28] STRÁŽOVSKÁ, H. – STRÁŽOVSKÁ, Ľ. – BAŽÓ, L. Podnikanie malých a stredných podnikov. Bratislava: Sprint, 2013. ISBN 9 78-80-89 3-9388-6.

[29] STRÁŽOVSKÁ, Ľ. Marketing malého, stredného a rodinného podnikania. Bratislava: Sprint2, 2018. ISBN 978-80-89710-43-0.

[30] STRÁŽOVSKÁ, H. a kol. Náuka o obchodnom podnikaní. Bratislava: Sprint, 2014. ISBN 978-80-89393-98-5.

[31] VANGELOV, N. Digital marketing and outdoor advertising in smart cities. Smart Cities and Regional Development. 2022. ISSN 2537-3803.

[32] Journal of International Marketing

[33] Marketing Science and Inspirations

Regarding new and available resources, supplementary literature will be updated on a continuous basis.

Languages necessary to complete the course:

Slovak 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: 62							
A	ABS	B	C	D	E	FX	M
51,61	0,0	27,42	11,29	6,45	0,0	0,0	3,23
Lecturers: Mgr. František Olšavský, PhD., doc. JUDr. PhDr. Katarína Gubíniová, PhD.							
Last change: 23.10.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/290M/24	Course title: Artificial Intelligence and Machine Learning in Management, Marketing and Finance
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	

Notes:							
Past grade distribution							
Total number of evaluated students: 11							
A	ABS	B	C	D	E	FX	M
90,91	0,0	0,0	0,0	0,0	0,0	0,0	9,09
Lecturers: doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD.							
Last change: 30.07.2024							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/283M/21	Course title: Auditing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Financial Accounting	
Course requirements: 1. Analysis of the client's financial position and performance etc. - in the case of audit acceptance 2. ISQC or ISA selection and processed into a scientific paper and case study 3. Final written exam Scale of assessment (preliminary/final): 25%, 25%/ 50%	
Learning outcomes: Upon successful completion of this course, students will acquire basic knowledge about the subject of auditing and its objectives and will acquire the knowledge on basic auditing procedures. Students will acquire the skills to test their knowledge and gain skills of providing internal control and application of the methods and tools used to evaluate internal business processes and activities. Students will gain knowledge of applicable legislation in the field of audit and assurance services in the Slovak Republic, the Slovak Act on Audit - Act no. 423/2015 Coll. i.e. Act on Statutory Audit and on Amendments to Act no. 431/2002 Coll. on accounting as amended. Students will have knowledge of the basics of the audit, the audit process, such as managerial fraud, and will know about the risk of the audit, find out and find out the reason for defining the basic statements in the financial statements. They also gain knowledge about the types of audit evidence and the ways in which it is collected and recorded in the audit documentation. They will maintain to define, describe the system of internal (internal control) -it its 5 basic components and limit all control systems. Gain knowledge and skills in the audit risk assessment process. They will know what activities are needed and, finally, what activities are required to complete the audit and compile the auditor's report, define what the audit opinion (report) is and its types. Ethics in accounting and auditing are particularly important, and therefore IS QC needs to be studied and mastered and its main topics discussed.	
Class syllabus: 1. Auditing - goal and legal regulation of auditing, Act on Audit in the Slovak Republic, Auditing standards - GAAS, IAS	

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

Recommended literature:

1. Základy auditu, BUZGOVA, L. HRIVNAK, P. KASZASOVA K., SAXUNOVA, D. SVITEKOVA, A., 2023, Vydavateľstvo UK
2. LOWERS, RAMSAY, STRAWSER, THIBODEAU - Auditing and Assurance Services , Mc Graw -Hill, International Edition-2013 a neskoršie vydania
3. ISA, international auditing standards, Available at: www.udva.sk
4. Zákon č. 423/2015 Z. z. Zákon o štatutárnom audite v poslednom znení, a o zmene a doplnení zákona č. 431/2002 Z. z. o účtovníctve v znení neskorších predpisov

Languages necessary to complete the course:

Slovak and English

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
41,77	0,0	29,11	18,99	3,8	1,27	3,8	1,27
Lecturers: prof. RNDr. Darina Saxunová, PhD.							
Last change: 16.09.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/286M/24	Course title: BI Data Processing Tools
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester:	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 18							
A	ABS	B	C	D	E	FX	M
44,44	0,0	50,0	0,0	0,0	0,0	5,56	0,0
Lecturers: doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD.							
Last change: 30.07.2024							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/315M/16	Course title: Business Analytics and Decision Making
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Information Systems and Application Software, Statistics, Mathematics, Financial Management	
Course requirements: COURSE ACTIVITIES Homework Most weeks you will have an assignment that is designed to assess your mastery of the topics and techniques covered the previous week and provide feedback to improve your understanding of the material. Homework assignments will be assessed. You may work with your colleagues to figure out the underlying concepts and problem-solving processes, but are expected to work individually to answer the specific problems that are assigned. Completed assignments can be submitted via e-mail. Timely submission of the completed assignments is essential. The due date of each assignment will be stated clearly in the assignment description. Group Project In groups of 2-3 you should prepare either a data-related project or a research paper. Additional detail about the group project will be provided via e-mail or at SharePoint of the FMCU. These projects should provide an opportunity for you to test your understanding of the techniques, processes, and problems associated with mobilizing raw data for use in individual and organization decision making. Scale of assessment (preliminary/final): Grading 40% Homework 40 pts 60% Group Project: Proposal 10 pts. Midterm report 10 pts. Final Poster/Presentation/Paper 30 pts. Answers to questions in discussion 10 pts.	
Learning outcomes: After completing this course you will be able to: - Select and evaluate various types of data to for use in decision making; - Use prescriptive and descriptive analyses to reach defensible, data-driven conclusions; - Select and apply appropriate statistical methods to address decision problems; - Use MS Excel or Wolfram Mathematica for data manipulation and analysis	

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

Class syllabus:

Introduction

Some Basic Concepts: Measurement, Design, Validity

Data Visualization

Data Manipulation

Probability and Significance (Sample, Population, CLT, Sampling Error)

Hypothesis Testing (Power, Effect Size)

Chi-squared, t-tests

Analysis of Variance

(ANOVA, Contrasts, Trends, Interactions)

Correlations

Multiple Regression

(Sets of IVs, Nominal Scales, Interactions)

Recommended literature:

Readings and Online Resources:

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

Judgment and Decision Making:

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

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

Statistics and Statistical Reasoning

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

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

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

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

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

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

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

Excel Tutorials

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

SPSS Tutorials

- SPSS On-Line Training Workshop -

<http://calcnnet.mth.cmich.edu/org/spss/toc.htm>

- Resources to help you learn and use SPSS - <http://www.ats.ucla.edu/stat/spss/>

- Shannon, D.M. & Davenport, M.A. (2001) Using SPSS to Solve Statistical

Problems: A Self Instruction Guide. Upper Saddle River NJ: Prentice Hall - SPSS Tools and Tips - http://www.spsstools.net/ - IBM SPSS Guides - http://www.norusis.com/index.php Wolfram Mathematica Tutorials http://library.wolfram.com/infocenter/Books/8501/ VARIAN, H.: Computational Economics and Finance Modeling and Analysis with Mathematica. Springer, 1996. ISBN 978-03-879-4518-7 WOLFRAM, S. 2015. An Elementary Introduction to the Wolfram Language. http://www.wolfram.com/language/elementary-introduction/preface.html http://www.wolfram.com/learningcenter/tutorialcollection/ - Wolfram Mathematica Tutorial Collection from Wolfram Research (a collection of free downloadable pdf files)
Languages necessary to complete the course: English language
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.
Notes: While much has been written about the promise of “big data”, using data resources to improve the individual and group decision making remains a significant challenge. Information professionals play a significant role in crafting datasets, performing analyses, and developing information resources that bridge the gap between raw data and decision makers needs. This course will introduce basic concepts in data analytics including measure construction, hypothesis testing, data exploration, pattern identification, and statistical analysis. The course also provides an overview of commonly used data manipulation and analytic tools. Through homework assignments, projects, and in-class activities, you will practice working with these techniques and tools to create information resources that can be used in individual and organizational decision-making and problem-solving

Past grade distribution							
Total number of evaluated students: 105							
A	ABS	B	C	D	E	FX	M
64,76	0,0	13,33	10,48	4,76	0,95	0,95	4,76
Lecturers: prof. RNDr. Michal Greguš, PhD., PhDr. Ing. Monika Dávideková, PhD.							
Last change: 05.10.2019							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/041M/21	Course title: Business Ethics
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Course evaluation: continuous 50 points + written exam 50 points. Total max 100 points. Continuous: Active participation in the seminar, solving case studies and their presentations (30 points), midterm test (20 points). Exam: Written (50 points). In the examination period according to the FM UK Schedule. Max. number of points for the final examination: 50 points. To obtain an A grade it is necessary to obtain at least 91 points, to obtain a B grade at least 81 points, to a C grade at least 73 points, to a D grade at least 66 points and to obtain an E grade at least 60 points are needed. Scale of assessment (preliminary/final): 50 / 50	
Learning outcomes: Students will become familiar with Business Ethics as an academic discipline. They will learn the theory of Business Ethics and learn to apply it through case studies and solving ethical-economic dilemmas. They will gain the ability to create complex programs and organizational policies related to personnel management and how to implement them in the right way in the practice of the organization (e.g., anti-discrimination, ethical, compliance program). They will gain knowledge about the implementation of personnel management functions in accordance with ethics. They will develop the skill of ethical decision-making and the identification of (un)suitable candidates for managerial positions in terms of their ethical profile. Overall, they will learn to identify ethical issues in the field of personnel management and learn to address these issues at a professional level.	
Class syllabus: Introduction to the Study: Ethics and morality. The Essence of Business Ethics: Profit versus ethics; origins, nature, and subject of business ethics; different levels of intersection between ethics and economics. Corporate Social Responsibility: The essence of the concept of corporate social responsibility. Stakeholder Theory. Human Rights in the Workplace: Discrimination, sexual harassment, and diversity management. Ethical Aspects of Recruitment and Selection of Employees.	

Ethical Aspects of Performance Appraisal, Feedback, and Career Management: Motivation and employee remuneration from an ethical perspective.

Professional Ethics of Managers: Ethical development of managers/leaders; the unethical manager; corrective measures.

Ethical Issues in Slovak Managerial Practice: Unethical practices, their causes, and solutions at the organizational and human resource management levels.

Institutionalization of Ethics: Ethics and compliance programs.

Ethical Codes and Whistleblowing.

How an Ethics and Compliance Program Functions in a Specific Organization: Practical examples.

Ethics Management – A Comprehensive Perspective: An overview of specific measures through which an HR manager can foster an ethical organizational culture and improve workplace climate.

Recommended literature:

Lašáková, A., Skaloš, I., & Madzik, P. (2025). Exploring organizational characteristics connected with ethics institutionalization. *International Journal of Ethics and Systems*.

Skaloš, I. (2024). Internal whistle-blowing – A fragile but powerful tool in the hands of Slovak business leaders. *Mladá veda*, 13(2), 189-197.

Lašáková, A., Skaloš I. (2023). Diverse approaches needed to develop company's ethics internally: small vs. medium-sized Slovak enterprises. *Decision-making for small and medium-sized enterprises*. ISBN 978-80-7510-554-7. Karviná: Slezská univerzita v Opavě, 2023, 141-150.

Lašáková, A., Skaloš I. (2023). Manažérska etika a spoločenská zodpovednosť podnikov. In Copuš, L. a kol.: *Manažment*. Bratislava: Univerzita Komenského v Bratislave, 2023. s. 141-165.

Lašáková, A., Remišová, A., & Bohinská, A. (2022). Barriers to ethical business in Slovakia: an exploratory study based on insights of top representatives of business and employer organisations. *European Journal of International Management*, 17(1), 86-113.

Lašáková, A. - Remišová, A. - Abratzky, D. (2022). Ethics programs in business and management literature bibliometric analysis of performance, content, and trends. In: *Ethics & Bioethics*. - Roč. 12 (2022), s. 92-107.

Remišová, A. – Lašáková, A. – Skalská, A. – Stankovičová, I. – Bajžíková, L., - Stachová, P. – Skaloš, I. (2021). *Rozvoj podnikateľskej etiky v slovenskom podnikateľskom prostredí*. Bratislava: UK.

Lašáková, A. – Remišová, A. – Bohinská, A. (2021). Best practices in ethics management: Insights from a qualitative study in Slovakia. In: *Business Ethics: A European Review*. – Roč. 30, č. 1, s. 54-75.

Remišová, A. – Lašáková, A. – Kirchmayer, Z. (2019). Influence of formal ethics program components on managerial ethical behavior. In: *Journal of Business Ethics*. – Roč. 160, č. 1, s. 151-166.

Remišová, A. – Lašáková, A. (2017). Theoretical foundations of the Bratislava school of business ethics. In: *Ethics & Bioethics*. – Roč. 7, č. 3-4 (2017), s. 177-186.

Remišová, A. 2015. *Súčasný trendy podnikateľskej etiky*. Bratislava: Kluwer, 260 s.

Remišová, A. – Lašáková, A. – Schaefer-Krzykala, R. (2013). Corporate social responsibility in European countries: The keystones of the concept and intercultural connotations. In: *Journal for East European Management Studies*. – Roč. 18, č. 4, s. 512-543.

Crane, A. – Matten, D. (2010). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. Oxford: Oxford University Press.

Website of the Academic library of the UK – external information resources available at: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>.

Case studies (selection), e.g.. Harvard Business Publishing, <https://hbsp.harvard.edu/cases/?ab=browse%7Ccases>
Additional resources will be continuously supplemented and updated (with regard to new and available resources).

Languages necessary to complete the course:

Slovak, 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:

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

Past grade distribution

Total number of evaluated students: 124

A	ABS	B	C	D	E	FX	M
8,06	0,0	31,45	33,87	10,48	6,45	3,23	6,45

Lecturers: prof. Mgr. Anna Lašáková, PhD.

Last change: 10.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/277M/21	Course title: Business Intelligence
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 145							
A	ABS	B	C	D	E	FX	M
67,59	0,0	17,24	6,9	0,0	0,0	0,0	8,28
Lecturers: RNDr. Zuzana Kovačičová, PhD.							
Last change: 28.10.2021							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/023M/00	Course title: Business Process Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: Evaluation of the subject: A - excellent, B - very good, C - good, D - satisfactory, E - sufficient and F – fail, is in accordance to the study rules of FM UK . During the semester students can obtain 60% points and 40% points during the examination period. Evaluation during the semester can be obtained by: - Elaboration of semester project (40%) - Tasks, discussions on selected topics (20%)	
Learning outcomes: By completing the course, students should gain: • knowledge of the theory of process management, also in the historical context of the development of management and its new trends, • understanding of the principles of process management, • the ability to identify business processes according to their course, typology and hierarchy, • the ability to describe and model business processes, and subsequently be able to appropriately analyze and optimize them, • an overview of the methods of practical implementation of process management in business practice, including using information technologies and current trends, • skills in modeling business processes in a professional software tool for process modeling.	
Class syllabus: 1. Introduction Objective, content, literature and criteria for evaluation of the subject. 2. Basic concepts related to business process management Functional approach to management, its principles vs. business process management and current needs. 3. Business process management and its principles Principle and definition of business process management, principles and benefits. 4. Identification of business processes Identification and description of processes, definition of process attributes.	

5. Business process modeling Process typology and process modeling. 6. Process tools, IT support and software solutions. Process tools, IT support in process management, software solutions for process management 7. ARIS - basic information and procedures. Procedures and principles of work with the ARIS express process tool. 8. ARIS - business process model and business process standards. Business process modeling standards, business process visualization. 9. ARIS - other models and their use. Utilization of model for hierarchization and process typology, drawing of organizational structure and other possibilities. 10. Analysis and optimization of business processes Analysis of selected process, identification of bottlenecks and creation of solution proposals. 11. Implementation of business process management and its barriers Steps of implementing process management. Barriers of business process management and their removal, change management. 12. Business process management in practice. Business process management on examples of selected companies. 13. Summary. Subject summary.
Recommended literature: [1] PAPULOVÁ, Z. – PAPULA, J. – GAŽOVÁ, A. 2025. Procesný manažment: Analýzy, modelovanie, implementácia. Praha: Wolters Kluwer. [2] PAPULOVÁ, Z. – PAPULA, J. – GAŽOVÁ, A. 2022. Procesný manažment: Analýzy, modelovanie, implementácia. Praha: Wolters Kluwer. [3] PAPULOVÁ, Z. – PAPULA, J. – OBORILOVÁ, A. 2014. Procesný manažment: ucelený pohľad na koncepciu procesného manažmentu. Bratislava: Kartprint. [4] OSVALDO DE SORDI, J. 2022. Management by Business Process: A Managerial Perspective of People, Process, and Technology. Cham: Palgrave Macmillan. [5] ARIS COMMUNITY: ARIS Express tutorials (video návody v AJ) Dostupné na: <https://www.ariscommunity.com/aris-express/tutorials>
Languages necessary to complete the course: Slovak language, alternatively English language required to study the foreign literature
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written</i>

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: 749

A	ABS	B	C	D	E	FX	M
31,38	0,0	25,1	18,96	10,68	8,14	4,14	1,6

Lecturers: doc. Mgr. Zuzana Papulová, PhD., Mgr. Andrea Gažová, PhD., prof. Ing. Ján Papula, PhD., Mgr. Dávid Smolka, PhD.

Last change: 07.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/091M/21	Course title: Communication in Management and Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Marketing Management	
Course requirements: During the semester, students will form larger teams, and their members will participate in selected topics. Each team will have a selected company in a specific industry, which will serve as the basis for simulating communication in management within and outside the company. The topics will align with topics listed in the syllabus, and each topic will be presented with a one-week delay, discussed in the previous class. The overall evaluation of students consists of the sum of percentages for individual presentations and participation in the complete semester project. Presentations are evaluated continuously, and feedback on the presentation must be incorporated into the final work. Projects must be submitted. Scale of assessment (preliminary/final): During the exam period, students will take a final exam. Weight of interim / final assessment: The ratio of interim to final assessment is 60:40.	
Learning outcomes: The aim of the course is to provide students with a set of knowledge about communication in management, as communication is a factor that actively enters all management processes and decision-making, conditioning their quality and effectiveness. The effectiveness of communication depends on communication tools and their use, which, however, requires knowledge in the field of communication in various types of organizations with different scopes - at the national or international level. Intercultural communication requires additional communication skills and abilities. Therefore, the aim of the course is to acquire basic knowledge in the field of managerial communication and, of course, the abilities and skills to communicate effectively in various types of companies and organizations, as well as to acquire presentation skills. In addition to acquiring theoretical knowledge, the course is focused on practical use of communication tools and techniques in management.	
Class syllabus: 1. Introduction to Communication Theory	

Defining communication and the communication process, stages in the development of managerial communication, the structure and vectors of the communication process, communication models - linear, interactive, transactional.

2. Communication in Business Management. Managerial Communication in Non-Governmental, Government, and Public Institutions.

Forms of communication in the business management system. Interpersonal and intrapersonal communication. Formal and informal communication. Standard and crisis communication. Direct and indirect communication - through a spokesperson. Specifics of communication in various types of institutions and organizations

3. Corporate Communication

Defining corporate communication - who? with whom? and why? Forms and contents of corporate communication. Approaches. Corporate communication and the corporate communication system. Internal and external communication (communication in and out).

4. Multicultural Communication

Comparative Management - management in diverse environments in different countries and cultures. Specific and common characteristics. Models and the most significant environmental factors influencing management functions.

5. Communication Tools

Internal communication tools, classification. Functions of communication tools in the management system from the perspective of managerial theories and from the perspective of corporate communication models. Effectiveness of communication tools, advantages and disadvantages of various forms, selection criteria.

6. Managerial Communication

Definition, characteristics, and functions. Traditional and modern approaches. Status and role in managerial communication, types of communication roles. Effective and ineffective managerial communication.

7. Verbal and Nonverbal Communication in Management and Marketing

Monologue, dialogue, discussion, polemics, debate, conversation, consultation. Specific forms and methods, vertical, horizontal, and diagonal communication. Written communication, pictograms, and visual information conveyance. Techniques for developing verbal communication. Types of nonverbal communication and their effectiveness: facial expressions, gestures, haptics, posture, body language, proxemics, colour symbolism, olfaction, paralanguage. Nonverbal communication in different cultures.

8. Listening and Understanding in Managerial Communication

Active listening, phases, and rules. Habits and barriers in the process of active listening. Methods for enhancing active listening: dialogic, Socratic. Myths and mistakes. Listening and understanding managerial communication in the process of managing people.

9. Assertiveness and Empathy in Managerial Communication

The nature of assertiveness, assertive and non-assertive communication in management, techniques. Definition and essence of empathy in communication, empathetic and non-empathetic communication. Levels of empathetic communication in management.

10. Interculturality in Managerial and Marketing Communication

Communication models, codes, and patterns in intercultural managerial communication. Modification elements and barriers in communication. Communication noise and obstacles. Principles of effective intercultural managerial communication. Inter-company communication.

11. Communication Skills and Experience

Presentation skills and abilities - presentation tools. Effective presentation - theory and practice. Training and opportunities for enhancing presentation skills. Creative presentation, output presentation, alternative presentation methods.

12. Marketing Communication for Projects, Partnerships, and Entry into Foreign Markets
 Agreements of various types - free and close forms of strategic partnerships, negotiation preparation, the negotiation process, and subsequent communication - national and international. Forms of entry into foreign markets. Domestic marketing environment and international marketing.

13. Specification of Intercultural Marketing Communication
 Communication tools within the marketing mix, communication with customers, and marketing intermediaries. Communication through standard and specific tools. Communication media and advertising carriers.

Recommended literature:

- [1] OLIVEIRA, E. (2019). The Instigatory Theory of NGO Communication. Organisations kommunikation. doi:10.1007/978-3-658-26858-9
- [2] LUKÁČ, M. – FÍBOVÁ, M. (2015). Communication audit of internal communication in public administration. Slovak Journal of Public Policy and Public Administration, 2(2). Retrieved from <https://sjpppa.fsvucm.sk/index.php/journal/article/view/49>
- [3] FRANKOVSKÝ, M. – PAROVÁ, V. – ANTOLÍKOVÁ, S. – MODRANSKÝ, R. (2014). Arguability as a significant feature of managerial communication. Journal of management and business : research and practice, 6(1). ISSN 1338-0494
- [4] HROMKOVÁ, M. – J. KEKETIOVÁ – T. EIDENMÜLLER (2017). Marketing strategies in NGO's in Slovakia. (2017). Zeitschrift für interdisziplinäre ökonomische Forschung. ISSN 2196-4688.
- [5] SZARKOVÁ, M. (2018). Komunikácia v manažmente. Praha : Wolters Kluwer. ISBN 978-80-7598-184-4.
- [6] BORG, J. (2007). Umění přesvědčivé komunikace. Praha : Grada Publishing. ISBN 978-80-247-1971-9.
- [7] KHELLEROVÁ, V. (2003). Komunikační a obchodní dovednosti manažera. Praha : Grada Publishing. ISBN 80-7169-375-8.
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- [9] VOŘÍŠEK, K. – VYSEKALOVÁ, J. (2015). Jak být přesvědčivý a neztratit se v davu. Praha : Grada Publishing. ISBN 978-80-247-5385-0.
- [10] SMOLKOVÁ, E. (2016). Strategické partnerství v manažmente, podnikání a marketingu. Bratislava : Univerzita Komenského. ISBN 978-80-223-4186-8.
- [11] KREMEŇOVÁ, I. – FABUŠ, J. – MAJCHRÁKOVÁ, J. (2020). Analýza nástrojov manažérskej komunikácie vo vybraných podnikoch poskytujúcich elektronické služby.
- [12] BARLAŠOVÁ, T. Formy vnútropodnikovej komunikácie v podniku. Manažment v teórii a praxi.
- [13] COFFELT, T. A. – GRAUMAN, D. – SMITH, F. LM. (2019). Employers' perspectives on workplace communication skills: The meaning of communication skills. Business and Professional Communication Quarterly.
- [14] STACHO, Z. et al. (2019). Effective communication in organisations increases their competitiveness. Polish Journal of Management Studies.
- [15] JONSDOTTIR, I. J. – FRIDRIKSDOTTIR, K. (2020). Active listening: Is it the forgotten dimension in managerial communication?. International Journal of Listening.
- [16] O'ROURKE, J. S. (2019). Management communication: A case analysis approach. Routledge.

Languages necessary to complete the course:

Slovak 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, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.																							
Notes: Students will form larger teams to model various situations.																							
Past grade distribution Total number of evaluated students: 63 <table> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th><th>M</th></tr> <tr> <td>66,67</td><td>0,0</td><td>26,98</td><td>0,0</td><td>1,59</td><td>0,0</td><td>0,0</td><td>4,76</td></tr> </table>								A	ABS	B	C	D	E	FX	M	66,67	0,0	26,98	0,0	1,59	0,0	0,0	4,76
A	ABS	B	C	D	E	FX	M																
66,67	0,0	26,98	0,0	1,59	0,0	0,0	4,76																
Lecturers: PhDr. Ján Ganobčík, PhD.																							
Last change: 23.10.2025																							
Approved by: prof. Mgr. Anna Lašáková, PhD.																							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/042M/21	Course title: Development of Managerial Skills
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: Interim evaluation for the semester (50%) / Final evaluation (50%) # 50% - continuous assessment during the semester: - home work -25% + seminar work- 25%: • 25% - processing and presentation of entered partial D.Ú. at every lesson • 25% preparation of a seminar paper on a given topic in pairs + its 5 min. presentation during the semester. # 50% - final written exam at FM Weight of interim/final assessment: 50/50. The evaluation of the course is in accordance with the Study Regulations of Commenius University in Bratislava and the individual levels of the classification scale are awarded on the basis of the applied points system, which reflects the degree of success of completing the course. A minimum of 91 percent is required to obtain an A grade, a minimum of 81 percent to obtain a B grade, a minimum of 73 percent to a C grade, a minimum of 66 percent to a D grade, and a minimum of 60 percent to an E grade. Credits will not be awarded to a student who receives less than 60 points in the overall evaluation (continuous and final). Scale of assessment (preliminary/final): 50 / 50	
Learning outcomes: The subject provides comprehensive basic theoretical knowledge in the field of managerial abilities and skills, focused on soft skills needed in managerial work. Since communication is the core of interpersonal interactions, we will pay primary attention to it (with a focus on communication skills when communicating with an individual, a team, when conducting a meeting or when presenting a professional issue, the company or oneself). The specifics of communication in a multicultural environment, the importance and errors of perception in interactions, group dynamics will also be clarified. In addition to theoretical knowledge (2hP), the content of the course also focuses on developing the skills in the above-mentioned areas in the form of participatory exercises, role-playing, experiences, discussions... Through practical training (2hS), students can more easily transform the learned knowledge into practice, realize how their affect perception errors in interactions with people,	

what are the most common barriers to effective communication they perceive in themselves and others, improve their presentation skills, will be able to communicate more effectively not only at the manager level, but also with subordinates, know the importance of the method of providing motivational and constructive SE, improve their communication skills information in one-way and two-way form - they will learn their advantages and disadvantages, as well as their strengths and weaknesses, whether they can make cooperation in a group/team more efficient. The aforementioned is supposed to create a basis for effective leadership of people.

Class syllabus:

1. Introduction – organization of the subject, goal, meaning, basic principles...
 2. Content of the lecture in work-environment + exercises.
 3. Perception and its barriers - how these barriers determine interpersonal interactions, communication, evaluation...+ exercises.
 4. Verbal and non-verbal communication and its meaning + intercultural specifics + exercises and analyzes of real situations.
 5. Communication skills – feedback and the ability to provide it, active listening, barriers + exercises
 6. Analysis of communication in your organization
 7. Inter-cultural specifics in the communication- exercises, kulturall diferences in the communication.
 8. Effective meeting - principles, barriers + exercises. Emphaty and their importance - identification own levels + exercises.
 9. Assertiveness in behavior + specifics of assertive/non-assertive communication, manipulation in interactions + exercises.
 10. Group dynamics - prerequisites for effective functioning in theory and practice.
 11. -14. Presentation skills – theoretical level (preparation of the presentation, preparation of the room and equipment, knowing the audience, own presentation – verbal and non-verbal level) + practice and presentation of the selected topic to each student.
- Test in the exam period

Recommended literature:

Odporúčaná literatúra:

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

Languages necessary to complete the course:

Slovak							
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.							
Notes:							
Past grade distribution Total number of evaluated students: 93							
A	ABS	B	C	D	E	FX	M
31,18	0,0	27,96	10,75	10,75	6,45	7,53	5,38
Lecturers: doc. PhDr. Rozália Sulíková, PhD.							
Last change: 27.01.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/085M/21	Course title: Digital Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: 40 % interim evaluation, 60 % final evaluation - Interim evaluation: • active attendance, • semester project – application of theoretical knowledge on selected organization – 20%, • interim test or case study - 20%. - Final evaluation: • written exam - 60%. Scale of assessment (preliminary/final): 40 % interim evaluation, 60 % final evaluation	
Learning outcomes: By completing the course, the students will gain a comprehensive base of information from the environment of digital marketing, understand its key concepts, including benefits and limitations. Furthermore, students will be able to work with the acquired knowledge in a digital environment.	
Class syllabus: 1. Comparison of traditional and digital marketing. 2. Digital marketing and its basic concepts. 3. Digital environment. 4. Digital marketing mix. 5. Specifics of customer behavior in a digital environment. 6. Digital marketing research and analytics. 7. Digital marketing communication. 8. Tools of digital marketing communication. 9. Measuring the effectiveness of digital marketing communication. 10. Digital marketing strategies. 11. GDPR and consumer protection in the digital environment. 12. New trends in digital marketing. 13. Marketing 4.0.	
Recommended literature:	

- [1] DODSON, I. 2016. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Hoboken : John Wiley and Sons, 2016, 400 p. ISBN 978-11-192-6570-2
- [2] HEINZE, A. – FLETCHER, G. – RASHID, T. – CRUZ, A. 2016. Digital and Social Media Marketing: A Results-Driven Approach. Abingdon : Routledge, 2016, 346 p. ISBN 978-11-389-1791-0
- [3] CHAFFEY, D. – SMITH, Pr. 2017. Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing. 5th Edition. Abingdon : Routledge, 2017, 690 p. ISBN 987-11-381-9170-9
- [4] KIRBY, J. – MARSDEN, P. 2016. Connected Marketing. Abingdon : Routledge, 2016, 320 p. ISBN 978-11-381-5269-4
- [5] KOLEKTÍV AUTOROV 2021. Uspejte v online. Čo najlepší marketéri vedie, robia a hlásajú. Bratislava: Performics Slovakia, 2021, 291 s. ISBN 978-80-973694-0-8
- [6] KOTLER, P. – KARTAJAYA, H. – SETIAWAN, I. 2017. Marketing 4.0. Hoboken : John Wiley and Sons, 2017, 184 p. ISBN 987-11-193-4120-8
- [7] LABSKÁ, H. a kol. 2014. Marketingová komunikácia. Bratislava : Ekonóm, 2014, 324 s. ISBN 978-80-225-3852-7
- [8] SCOTT, D. M. 2017. The New Rules of Marketing & PR. How to Use Social Media, Online Video, Mobile Applications, Blogs, New Releases, and Viral Marketing to Reach Buyers Directly. 6th Edition. Hoboken : John Wiley and Sons, 2017, 448 p. ISBN 978-11-193-6241-8
- [9] SPONDER, M. – KHAN, G. F. 2017. Digital Analytics for Marketing. Abingdon : Routledge, 2017, 310 p. ISBN 978-11-381-9068-9
- [10] WRIGHT, T. – SNOOK, CH. J. 2016. Digital Sense: The Common Sense Approach to Effectively Blending Social Business Strategy, Marketing Technology, and Customer Experience. Hoboken : John Wiley and Sons, 2016, 304 p. ISBN 978-11-192-9170-1
- [11] Website of the Academic Library of Comenius University in Bratislava - external information sources and databases: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>.
- [12] Additional sources will be continuously supplemented and updated (with regard to new and available sources).

Languages necessary to complete the course:

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: 244

A	ABS	B	C	D	E	FX	M
52,87	0,0	32,38	5,33	2,05	0,41	2,46	4,51

Lecturers: doc. Ing. Andrej Miklošík, PhD., Mgr. Lujza Laudárová

Last change: 24.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/012M/21	Course title: Diploma Project
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 4.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 704							
A	ABS	B	C	D	E	FX	M
61,22	0,0	16,9	5,54	2,84	2,84	10,65	0,0
Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. Mgr. Emília Charfaoui, CSc., prof. Ing. Ľubica Bajžíková, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. Ing. Jana Kajanová, PhD., doc. PhDr. Paulína Mihaľová, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, PhD., Mgr. PhDr. Livia Bott Domonkos, PhD., doc. Ing. Andrej Miklošík, PhD., Mgr. František Olšavský, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., PhDr. RNDr. Miroslav Reiter, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Rita Szalai, PhD., Mgr. Eleonóra Beňová, PhD., Mgr. Július Selecký, PhD., Ing. Rastislav Kulháněk, PhD., doc. RNDr. Michal Greguš, PhD., Ing. Jaroslav Vojtechovský, PhD., Ing. Peter Balco, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., prof. Mgr. Anna Lašáková, PhD., Mgr. Michaela Poláková, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., doc. PhDr. René Pawera, PhD., prof. JUDr. Daniela Nováčková, PhD., doc. PhDr. Marian Šuplata, PhD., Mgr. Eva Brestovanská, PhD., doc. Frédéric Delaneuville, Dr., PhDr. Matúš Baráth, PhD., Mgr. Janka Kottulová, PhD., Ing. Robert Furda, PhD., doc. PhDr. Daniela Majerčáková, PhD., MBA, doc. Mgr. Petra Milošovičová, PhD., PhDr. Ondrej Čupka, PhD., RNDr. Eva Kostrecová, PhD., Mgr. Lenka Procházková, PhD., RNDr. Zuzana Kovačičová, PhD., Mgr. Martin Krajčík, PhD., Mgr. Alexandra Mittelman, PhD., MBA, doc. JUDr. PhDr. Silvia Treľová, PhD., Dr. Mgr. Katarína Uchal', PhD., Mgr. Tadeáš Chujac, PhD., Mgr. Vincent Karovič, PhD., doc. JUDr. PhDr. Tomáš Peráček, PhD., JUDr. Filip Petrínek, PhD., Mgr. Nataliia Parkhomenko, PhD., Ing. Martina Chrančoková, PhD., Arusa Khalid, PhD., Ing. Monika Kuchtová, PhD., Ing. Diana Bednarčíková, PhD., Mgr. Eva Poráziková, PhD., prof. Ing. Vladimír Gazda, PhD.							
Last change: 04.03.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/100M/21	Course title: Diploma Seminar I
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 889							
A	ABS	B	C	D	E	FX	M
62,88	0,0	12,26	6,07	2,47	5,29	9,79	1,24
Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. PhDr. Paulína Mihaľová, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, PhD., doc. Mgr. Veronika Gežík, PhD., doc. PhDr. René Pawera, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. Mgr. Emília Charfaoui, CSc., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Rita Szalai, PhD., prof. JUDr. Daniela Nováčková, PhD., doc. Frédéric Delaneuville, Dr., doc. PhDr. Marian Šuplata, PhD., Mgr. PhDr. Livia Bott Domonkos, PhD., prof. Ing. Ľubica Bajzíková, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., prof. Mgr. Anna Lašáková, PhD., Mgr. Michaela Poláková, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD., Mgr. Eleonóra Beňová, PhD., PaedDr. Jarmila Brtková, PhD., doc. JUDr. PhDr. Tomáš Peráček, PhD., PhDr. Ing. Monika Dávideková, PhD., Mgr. Lenka Procházková, PhD., Mgr. Július Selecký, PhD., Ing. Robert Furda, PhD., prof. RNDr. Michal Greguš, PhD., doc. RNDr. Michal Greguš, PhD., Dr. Mgr. Katarína Uchal', PhD., Ing. Jaroslav Vojtechovský, PhD., Mgr. Vincent Karovič, PhD., RNDr. Zuzana Kovačičová, PhD., prof. Ing. Natalia Kryvinska, PhD., Ing. Rastislav Kulhánek, PhD., Mgr. Alexandra Mittelman, PhD., MBA, Ing. Martina Chrančoková, PhD., doc. Mgr. Peter Madzík, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., Mgr. Nataliia Parkhomenko, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., Mgr. František Olšavský, PhD., Mgr. Nikola Salajová, PhD., Mgr. Silvester Krčméry, PhD., Mgr. Peter Marcin, PhD., doc. Mgr. Petra Milošovičová, PhD., Ing. Diana Bednarčíková, PhD., Mgr. Eva Poráziková, PhD., prof. Ing. Vladimír Gazda, PhD.							
Last change: 08.09.2021							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/101M/21	Course title: Diploma Seminar II
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 989							
A	ABS	B	C	D	E	FX	M
61,38	0,0	14,86	8,8	3,64	5,06	5,66	0,61
Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. PhDr. Paulína Mihaľová, PhD., prof. Ing. Ľubica Bajžíková, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., prof. Mgr. Anna Lašáková, PhD., Mgr. Michaela Poláková, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., prof. JUDr. Daniela Nováčková, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, PhD., doc. Mgr. Veronika Gežík, PhD., Mgr. Eleonóra Beňová, PhD., doc. JUDr. PhDr. Tomáš Peráček, PhD., PhDr. Ing. Monika Dávideková, PhD., Mgr. Lenka Procházková, PhD., Mgr. Július Selecký, PhD., prof. RNDr. Michal Greguš, PhD., doc. RNDr. Michal Greguš, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD., Ing. Jaroslav Vojtechovský, PhD., Mgr. Vincent Karovič, PhD., RNDr. Zuzana Kovačičová, PhD., prof. Ing. Natalia Kryvinska, PhD., Ing. Rastislav Kulhánek, PhD., Mgr. Alexandra Mittelman, PhD., MBA, Ing. Peter Balco, PhD., doc. PhDr. René Pawera, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. Mgr. Emília Charfaoui, CSc., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Rita Szalai, PhD., doc. PhDr. Marian Šuplata, PhD., Mgr. PhDr. Livia Bott Domonkos, PhD., Mgr. Eva Brestovanská, PhD., PhDr. Matúš Baráth, PhD., Ing. Martina Chrančoková, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., Mgr. Nataliia Parkhomenko, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., doc. Ing. Andrej Miklošík, PhD., Mgr. František Olšavský, PhD., doc. Frédéric Delaneuville, Dr., Dr. Mgr. Katarína Uchal', PhD., JUDr. Filip Petrínek, PhD., Mgr. Nikola Salajová, PhD., Mgr. Silvester Krčméry, PhD., Mgr. Peter Marcin, PhD., PhDr. RNDr. Miroslav Reiter, PhD., doc. Ing. Mária Dzurová, PhD., Ing. Lenka Bednárová, PhD., Ing. Monika Kuchtová, PhD., Mgr. Martin Šeliga, PhD., Ing. Lukáš Vartiak, PhD., Mgr. Martina Chujacová, PhD., prof. PhDr. Zoltán Rózsa, PhD., Ing. Silvia Behanová, PhD., doc. Mgr. Petra Milošovičová, PhD., Ing. Diana Bednarčíková, PhD., Mgr. Eva Poráziková, PhD., Ing. Žaneta Lacová, PhD., Ing. Ivan Skaloš, PhD., prof. Ing. Vladimír Gazda, PhD.							
Last change: 16.09.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

STATE EXAM DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/O5M/21	Course title: Diploma Thesis Defence
Number of credits: 15	
Recommended semester: 3., 4..	
Educational level: II.	
State exam syllabus:	
Last change: 16.09.2021	
Approved by: prof. Mgr. Anna Lašáková, PhD.	

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/010M/00	Course title: E-business and E-marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution						
Total number of evaluated students: 670						
A	ABS	B	C	D	E	FX
69,1	0,0	14,33	6,72	3,88	1,19	4,78
Lecturers: Ing. Jaroslav Vojtechovský, PhD., Mgr. Eva Porázková, PhD.						
Last change: 08.10.2023						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/287M/24	Course title: Econometrics
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: During the semester, a project will be assigned, which students will work on continuously. The final written exam lasts 80 minutes. Weight of individual assignments in the total assessment: • Project: 30 % • Final written exam: 70 % of the total assessment Weight of continuous/final assessment: 30/70 Scale of assessment (preliminary/final): 30/70	
Learning outcomes: The course aims to develop students' econometric skills with emphasis on the practical application of selected methods and approaches. After completing the course, students should be able to: • Understand and apply the econometric methods covered • Propose basic econometric methods • Define an economic problem and propose an analytical approach for its examination • Interpret the results of econometric procedures • Use software in estimating econometric models • Work effectively with databases in software	
Class syllabus: 1. Introduction to econometrics (causality under the ceteris paribus condition) – focus on normative analysis of public and monetary policies 2. Randomized Control Trials (RCTs) 3. Anatomy of linear regression - expected value and data generating process, estimator, prediction and residual, bias (Omitted Variable Bias) 4. Applications of regression - panel regression (fixed and random effects) and time series regression 5. Instrumental variables, two-stage method (2SLS) 6. Regression Discontinuity Design (RDD) 7. Synthetic Control Method (SCM) 8. Difference-in-Differences (Diff-in-Diff)	

Recommended literature:

Heiss, F.: Using R for Introductory Econometrics. CreateSpace Independent Publishing Platform, 2016, ISBN 1523285133
 Stock, J. H., Watson, M. W.: Introduction to Econometrics, Pearson Education Limited, 2020, ISBN 10: 1-292-26445-4

Languages necessary to complete the course:

slovak, 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: 54

A	ABS	B	C	D	E	FX	M
51,85	0,0	33,33	3,7	1,85	1,85	5,56	1,85

Lecturers: doc. RNDr. Mária Bohdalová, PhD., prof. Ing. Vladimír Gazda, PhD.

Last change: 17.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/045M/21	Course title: Effective Remuneration Systems
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Type, volume, methods and workload of the student - additional information Type, extent and method of educational activity: compulsory elective course (block Human Resource Management) lecture – face-to-face method class – face-to-face method consultation – face-to-face form 6 ECTS credits	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: Class performance will be determined as follows: FastCat Case Reports and Presentations during semester: FastCat Strategy Statement (team) 10% Phase 1: Compensation Strategy and Work Structure (team) 15% Phase 2: Competitive Market Pay and the Pay Structure (team) 15% Phase 3: Employee Contributions and Pay Increases/Administration (team) 15% Group Evaluation 5% In-class activities (or short presentations) 10% Final Exam (during the exam period) 30% The final course grade reflects the work during seminars, test scores and final exam. It will therefore be a sum of the individual activities with the following scale: Grade A: 100% - 91%; Grade B: 90% - 81%; Grade C: 80% - 73%; Grade D: 72% - 66%; Grade E: 65% - 60%; Grade F: 59% and less Scale of assessment (preliminary/final): 70/30	
Learning outcomes: Students will obtain the knowledge about compensation systems, wage factors, methods of job evaluation, pay model systems and their forms. The procedures for creating a compensation systems in an organization in terms of linking a business strategy to compensation strategy are based on case study FastCat. At the same time, they obtain practical experience not only in creating compensation systems, but also in presenting and defending their proposals (at the different phases of the project) in front of external evaluators, thereby obtaining real experience of working on a complex project in close cooperation with practice.	

During semester students will obtain knowledge and skills about the strategy of compensation system and understand the principles for determining the pay forms for the different categories of employees and compare their pay levels with competitors. Acquire the ability to communicate with each other, problem solving and the ability to critically evaluate quantitative and qualitative information of case study.
Class syllabus: 1. The introduction to compensation system, pay model 2. Compensation strategy and its link to business strategy 3. Internal alignment, procedures and job evaluation 4. External Competitiveness and determining the pay level 5. Forms of compensation. 6. Individual and Pay- for-Performance 7. Compensation and motivation 8. Employee benefits and their roles in total compensation 9. Employee contributions to compensation system 10. International compensation. 11. Managing the system (government and legal issue in Compensation)
Recommended literature: [1] BAJZÍKOVÁ, Ľ., BAJZÍK, P., VOJTEKOVÁ, M. 2022. Odmeňovanie. Bratislava : Ofprint, s.r.o., 2022. [2] BAJZÍKOVÁ, Ľ. 2004. Systémy odmeňovania. Ofprint, s.r.o., 2004 [3] MILKOVICH, G. – GERHARD, B. 2022. Cases in Compensation. . [4] NEWMAN, J.M., GERHART, B., MILKOVICH, G.T. 2017. Compensation. McGraw-HILL. 12th Edition. [5] MILKOVICH, G.T., GERHARD, B. – NEWMAN, J. 2016. Compensation. McGraw HILL, 10th Edition. [6] BAJZÍKOVÁ, Ľ., – KIRCHMAYER, Z., – FRATRIČOVÁ J. 2019. Základy personálneho manažmentu: Akademicko-praktický sprievodca v oblastiach manažmentu pracovných výkonov, pracovnej motivácie a odmeňovania. Bratislava: Univerzita Komenského. [7] https://alis.uniba.sk:8443/lib/item?id=chamo:694002&fromLocationLink=false&theme=Katalog [8] Journal of Human Resource Management, www.jhrm.eu [9] Webové sídlo Akademickej knižnice UK – externé informačné zdroje prístupné pre UK: http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/. [10] Ďalšie zdroje budú priebežne dopĺňané a aktualizované (vzhľadom na nové a dostupné zdroje).
Languages necessary to complete the course: Slovak, 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, <i>each student consistently achieves his/her study results honestly during his/her studies; does not</i>

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:

no

Past grade distribution

Total number of evaluated students: 84

A	ABS	B	C	D	E	FX	M
75,0	0,0	14,29	4,76	0,0	0,0	3,57	2,38

Lecturers: prof. Ing. Ľubica Bajžíková, PhD.

Last change: 22.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEMPP/003M/25	Course title: Environmentálna optimalizácia územia
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Vladimír Ondřejčka, PhD.							
Last change: 18.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEMPP/001M/25	Course title: Environmentálny manažment – trendy a inovácie
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 9							
A	ABS	B	C	D	E	FX	M
100,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Vladimír Ondřejčka, PhD.							
Last change:							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/281M/21	Course title: Financial Accounting and Taxes
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Principles of Financial Accounting I. and II.	
Course requirements: 1. 3 minicase studies 2. 2 written tests during the term 3. Final written exam Scale of assessment (preliminary/final): 15%, 30%/ 55%	
Learning outcomes: Upon successful completion of this course, students will continue practicing the financial reporting of the corporation with emphasis on the topics selected in the course, to properly understand the information from the financial statements and notes to the statements. The subject of financial accounting emphasizes the reporting function of accounting for external users. Students will be able to understand information from financial statements and become well-informed user information for financial and management decision-making. Students will obtain and improve knowledge and skills during the academic term working with the statements: Profit and loss account, balance sheet and cash flow statement, and reporting and analysis of assets, liabilities and equity and profit or loss and its redistribution at the end of the accounting period. A proper understanding of the information contained in the financial statements and the notes to the financial statements will be practiced in case studies of real companies. The connection between the tax area and financial accounting will provide students with a realistic view of the practical problems and tasks of the present. On the basis of specific examples from practice, they will acquire the required knowledge of financial and tax issues, which is a necessity for managing managerial positions.	
Class syllabus: 1. Financial statements - Forms of Profit and loss Account/Income statement; the statement of Financial position/balance sheet, cash flow statement 2.-3. Current assets - accounting treatment and reporting, and analysis; working capital management, internal control and cash; reporting and analysis of receivables and inventories, 4. Reporting and analysis of tangible and intangible assets;	

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

Recommended literature:

Compulsory:

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

Complementary:

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

Languages necessary to complete the course:

Slovak and English

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: 179

A	ABS	B	C	D	E	FX	M
25,14	0,0	20,11	22,35	15,08	7,26	6,15	3,91

Lecturers: doc. Ing. Jana Kajanová, PhD., prof. RNDr. Darina Saxunová, PhD., Mgr. Lenka Papíková, PhD.
Last change: 16.09.2025
Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/294M/24	Course title: Financial Derivatives
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: # Active participation in seminars: 20%. # Mid-term test: 30%. In presence or On-line test (according to the decision of the lecturer). # Final test: 50%. In presence or On-line test (according to the decision of the lecturer).	
Learning outcomes: The subject is based on the CFA® Level 2 Program CFA Institute curriculum. The subject allows students to develop knowledge and skills in the field of valuation and use of derivatives in practice in the form of hedging, investments and trading, including: • valuation of derivative contracts • arbitrage between synthetic underlying assets and derivatives • selection of groups of derivative contracts for risk management purposes • application of derivative strategies in managing the income profile • trading using derivative strategies Students can use the acquired knowledge in the positions of financial directors, traders, portfolio managers, treasury managers, risk managers in companies, banks, investment and pension funds, insurance companies and hedge funds.	
Class syllabus: 1. Financial derivatives – instruments and markets 2. Fundamentals of valuation of financial derivatives 3. Price and value of forward obligations 4. Strategies using forwards, futures and swaps 5. Valuation of contingent receivables 6. Strategies using options 7. Financial derivatives - current topics	
Recommended literature:	
Languages necessary to complete the course:	
Ethics:	

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Notes:

The mid-term and final test will take place online or in presence, depending on the teacher's decision.

Past grade distribution

Total number of evaluated students: 23

A	ABS	B	C	D	E	FX	M
52,17	0,0	30,43	0,0	0,0	8,7	0,0	8,7

Lecturers: Ing. Vladimír Valach, PhD., CFA, MBA, doc. RNDr. Mária Bohdalová, PhD.

Last change: 12.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/275M/21	Course title: Financial Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Conditions for completing the course are - attendance of lectures and consultation meetings, individual student work during the semester, active monitoring of developments, changes and events in selected financial markets - processing a presentation in a team - a topic in the field of investment opportunities, financial markets or corporate finance (10%) - elaboration of homework assigned during semester (10%) - continuous assessment and activity during the semester (30%) - final exam (50%) (written test (20%), oral exam (30%)). The condition for passing the course is to obtain at least 60% of the total assessment. The condition for completing the seminars is to obtain at least 30p from the evaluation of the seminars. The condition for successfully passing of the final exam is to obtain at least 30p, whereas it is necessary to obtain the minimum of 10p from the written part of the exam and the minimum of 15p from the oral part of the exam. Scale of assessment (preliminary/final): 50% seminar / 50% final exam (written and oral)	
Learning outcomes: The course deepens knowledge of the Introduction to Financial Management. It emphasizes the role of the financial manager in deciding on the creation of the optimal capital structure of the company and the dividend policy, as well as the profitability and risk in capital budgeting, selected problems of management and control of individual sources of long-term financing, short-term financing or current assets management.	
Class syllabus: 1. Financial management, role, position of financial manager in the company, financial analysis. 2. Analysis of project cash flows. 3. Financial investments of the company and evaluation of investment projects. 4. Project risk. 5. Theories of capital structures. 6. Dividend and dividend policy. 7. Sources of long-term financing of the company. 8. Sources of short-term financing of the company. 9. Management of current assets.	

Recommended literature:

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

Other sources:

5. www.bloomberg.com
6. www.yahoo.finance.com
7. www.morningstar.com
8. www.gurufocus.com

Languages necessary to complete the course:

Slovak, English

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: 1111

A	ABS	B	C	D	E	FX	M
32,94	0,0	28,08	17,46	5,76	6,12	5,22	4,41

Lecturers: Mgr. Magdaléna Musilová, PhD., LL.M., doc. Ing. Jana Kajanová, PhD., Mgr. Vladimír Mariak, PhD., Ing. Martina Holotňáková

Last change: 19.09.2023

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/293M/24	Course title: Fixed Income Markets
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 12							
A	ABS	B	C	D	E	FX	M
83,33	0,0	0,0	0,0	0,0	0,0	8,33	8,33
Lecturers: doc. RNDr. Mária Bohdalová, PhD., Mgr. Maroš Bobulský, PhD.							
Last change: 30.07.2024							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/288M/24	Course title: In-Depth Data Analysis
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD.							
Last change: 30.07.2024							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEMPP/002M/25	Course title: Integrovaný prístup k manažmentu krajiny a posudzovaniu vplyvov na životné prostredie
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	

Notes:							
Past grade distribution							
Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Vladimír Ondřejčka, PhD.							
Last change: 18.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/101M/21	Course title: Intellectual Capital and Innovation
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: The evaluation consists of four parts: (1) active participation 10%, (2) presentations at the seminars 30%, (3) written final intellectual capital report 20%, (4) exam in the exam period 40%. 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. To pass the course it is necessary to achieve a minimum of 60% of the continuous assessment (36 points) and a minimum of 60% of the examination assessment (24 points). Scale of assessment (preliminary/final): 60/40	
Learning outcomes: The course deals with the question of how to turn knowledge into innovation and then get it into the market. Effective knowledge and innovation management are essential for successful business growth. Students will gain knowledge about methods of building and using intellectual capital and efficient creation and commercialization of products and services. Upon completion of the course, students will be able to prepare a statement of intellectual capital and apply the acquired knowledge in business practice.	
Class syllabus: 1. Introduction to the course 2. Definition and importance of intellectual capital 3. Models of intellectual capital 4. Analysis and measurement of intellectual capital 5. Definition, types and importance of innovation 6. Intellectual capital and innovation 7. Business model innovation 8. Strategic innovation management 9. Open innovation strategies 10. Knowledge management 11. Intellectual capital in selected organisations 12. Summary of course topics	

Recommended literature:

- [1] ADAMS, M., OLEKSAK, M. Intangible Capital. Santa Barbara: Praeger, 2010.
- [2] ROOS, G., PIKE, S., FERNSTRÖM, L. Managing Intellectual Capital in Practice. Oxford: Elsevier, 2005.
- [3] INCAS CONSORTIUM. InCas: Intellectual Capital Statement - European ICS Guideline.
- [4] BUREŠ, V. Znalostní management a proces jeho zavádění. Grada, 2007.
- [5] BARTÁK, J. Od znalostí k inovacím. Praha: Alfa, 2008.
- [6] PAPULA, J., VOLNÁ, J., PILKOVÁ, A., HULVEJ, J. Analysis of awareness and priorities, focused on intellectual capital among Slovak companies. In Proceedings of the 14th European conference on knowledge management [CD-ROM]. Reading: Academic Conferences and Publishing International, 2013, s. 517-526. ISBN 978-1-909507-41-8.
- [7] PAPULA, J., VOLNÁ, J., HULVEJ, J. Knowledge networks as a source of knowledge initiatives and innovation activity in small and medium enterprises regression analysis for EU 27 countries. In KDIR 2013 and KMIS 2013 [CD-ROM]. Algarve: Scitepress, 2013, s. 389-396. ISBN 978-989-8565-75-4.
- [8] Materials for the lectures and seminars distributed online during the semester.

Languages necessary to complete the course:

Slovak, English

Ethics:

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Notes:

Communication, distribution of materials and submission of student work occurs in MS Teams. Team name: FMUK_Intelektuálny kapitál a inovácie_denní_2025/2026.

Past grade distribution

Total number of evaluated students: 222

A	ABS	B	C	D	E	FX	M
39,64	0,0	32,88	16,22	3,6	0,45	4,05	3,15

Lecturers: Ing. Jaroslav Hul'vej, PhD.
Last change: 12.09.2025
Approved by: prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/077M/10	Course title: International Finance
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: The active attendance in subject's lectures, the participation in midterm test, the presentation about chosen topic and the participation the final exam is necessary to pass the subject successfully. Scale of assessment (preliminary/final): Criteria of the subject' s evaluation are following: The seminar assessment consists of 40% of the subject including the presentation about selected topic from the syllabus (20%), and midterm test (20%). The result of the final written examination is 60%.	
Learning outcomes: Graduates of International Finance will get the overview of practical issues related to the international business environment, financial institutions, markets and investment opportunities. By solving case studies considering topics of international organizations, currency exchange rates, stock exchanges, etc., they will also learn to use knowledge from the Bachelor's degree in practice. They will be able to think abstractly and analytically about the issues of international business, international finance, management, and related issues.	
Class syllabus:	
Recommended literature: Literature: Eiteman, D., K., Stonehill, A., I., Moffett, M., H.: Multinational Business Finance. Addison Wesley, 2001 Komorník, J. a kol. : Medzinárodné a európske financie. FM UK Bratislava, 1998	
Languages necessary to complete the course:	
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: 608

A	ABS	B	C	D	E	FX	M
47,04	0,0	27,63	12,17	4,93	3,13	1,64	3,45

Lecturers: doc. Ing. Miloš Bikár, PhD.

Last change: 15.02.2024

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/022M/00	Course title: International Human Resource Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Type, volume, methods and workload of the student - additional information Obligatory optional subject. Lecture / seminar – face-to-face form (materials in MS Teams) according to the valid schedule. Number of ECTS credits: 6. form of teaching: lecture and seminar (4 hours) in the block Teaching method: face-to-face, in person Study program Management in the field of study Economics and Management. Master's degree. Full-time form of study.	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: Continuous assessment (60%) - midterm paper, class activities, project presentation, state presentation Final assessment (40%) - final written exam To obtain an A grade, you need to obtain at least 91 points, to obtain a B grade, at least 81 points, to obtain a C grade, at least 73 points, to obtain a D grade, and at least 66 points for an E grade. Weighting of continuous/final assessment: 40/60 Scale of assessment (preliminary/final): Continuous assessment/Final exam 60/40	
Learning outcomes: The course content focuses on developing the knowledge necessary for human capital management in organizations operating in the global market. Through the study of relevant sources and solving case studies, the student adopts a contrastive method that will enable him to diagnose the international human resource management environment and acquires skills that can be used in managerial practice/practice of a human resource manager.	
Class syllabus: 1. Fundamentals of Human Resource Management 2. Models and Trends in Human Resource Management 3. Organizational Culture 4. Organizational Approaches	

5. The Path to Global Position
6. Recruitment and Selection
7. International Staff Secondment
8. Global Aspects of Compensation
9. International Employee Relations and Employee Participation

Recommended literature:

- [1] BAJZÍKOVÁ, Ľ, BAJZÍK, P. 2022. Medzinárodný manažment ľudských zdrojov. OFPRINT, s.r.o. Bratislava, ISBN:978-80-89037-62-9
- [2] BAJZÍKOVÁ, Ľ. – BÚCIOVÁ, Z. 2012. Medzinárodný manažment ľudských zdrojov. Bratislava : Univerzita Komenského v Bratislave, 2012.
- [3] DOWLING, P.J. – FESTING, M. – ENGLE, A. D. 2017. International Human Resource Management. CENGAGE Learning 2017.
- [4] HOLLINSHEAD, G. 2009. International and Comparative Human Resource Management. McGraw-Hill Europe, 2009.
- [5] ILLES, P. – ZHANG, C. 2013. International Human Resource Management: A Cross-Cultural and Comparative Approach. London : CIPD, 2013. ISBN 978-1-84398-300-2
- [6] SCHOLZ, CH. – BÖHM, H. 2008. Human Resource Management in Europe (Comparative Analysis and Contextual Understanding). Routledge, 2008. Journal of Human Resource Management.
- [7]Webové sídlo Akademickej knižnice UK – externé informačné zdroje prístupné pre UK: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>

Languages necessary to complete the course:

Slovak and 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:

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Past grade distribution							
Total number of evaluated students: 538							
A	ABS	B	C	D	E	FX	M
44,42	0,0	26,58	13,75	7,43	2,6	3,53	1,67
Lecturers: Mgr. Zuzana Paráková, PhD.							
Last change: 07.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/030M/00	Course title: International Marketing
Educational activities: Type of activities: lecture / practicals Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Marketing manažment	
Course requirements: 40 % interim evaluation: - active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), - semester project – application of theoretical knowledge on selected organization – 20%, - semester work on selected and approved topic – 20%, 60 % final evaluation - exam – written, online test using the selected application (MS Forms) Electronic communication and method of distribution of study materials is carried out by MS Teams application. The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students can work on the semester project in groups or individually. Semester project is handed out without the possibility of additional adjustments and additional exchanges. Semester work is complexly evaluated in terms of its quality. Semester work must be prepared and submitted at least one week before the first final test date. Semester work is handed without the possibility of additional adjustments and additional exchanges. Scale of assessment (preliminary/final): 40/60	
Learning outcomes: After graduating students will have the opportunity to learn more about business and business subjects in the international and global market environment as well as the international market environment, to define suitable strategies for entering the given markets as well as to apply the marketing mix elements in the international context. The subject allows to estimate and analyze the international environment, to determine the appropriate strategy for entering the international market and to understand the application of the marketing mix elements in the context of the international environment.	
Class syllabus:	

1. International Marketing – Introduction to the issue.
2. International environment.
3. International markets and international marketing research.
4. Entry strategies for foreign markets.
5. Market segmentation, target market selection and positioning.
6. International marketing mix.
7. Product.
8. Brand.
9. Distribution.
10. Price.
11. Marketing communication.
12. Implementation of marketing strategies. Selected aspects of international marketing.
13. An overview of the content of the subject and a lecture on the current topic.

Recommended literature:

- [1] ŠTARCHOŇ, P. Medzinárodný marketing. Vybrané časti. Working material.
 - [2] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. ISBN 9781408009239
 - [3] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. ISBN 978-0071105941
 - [4] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. ISBN 9780273685296
 - [5] HOLLESEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. ISBN 9780273706786
 - [6] MACHKOVÁ, H. 2015. Mezinárodní marketing. (Strategické trendy a příklady z praxe – 4. vydání). Praha: Grada Publishing, 2015. ISBN 978-80-247-5366-9
 - [7] SVĚTLÍK, J. 2003. Marketing pro evropský trh. Praha: Grada Publishing, 2003. ISBN 8024704226
 - [8] Journals: Trend, Journal of International Marketing, Marketing Science and Inspirations.
- With regard to new and available resources, supplementary literature will be updated on a continuous basis.

Languages necessary to complete the course:

Slovak, English

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: 1316

A	ABS	B	C	D	E	FX	M
19,3	0,0	25,91	21,58	16,34	13,37	1,6	1,9

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

Last change: 23.10.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/291M/24	Course title: Investing in Stock Markets
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Active participation in exercises: 20%. Intermediate test (in presence or on-line, according to the decision of the lecturer): 20%. Final test: 60%. Voluntary project investing/trading on a demo account: if a student participates in this project, he/she can receive 20% of the total grade and the weight of the final test will be 40%.	
Learning outcomes: The course is based on CFA Institute's CFA® Level 2 Program curriculum and enables students to develop knowledge and skills in the area of stock valuation, investing and trading, including: - knowledge of profitability concepts - industry and company analyses - valuation models of shares - practical application of investment/trading strategies in a real market environment Students can use their knowledge in the positions of financial directors, traders, portfolio managers, treasury managers, risk managers in companies, banks, investment and pension funds, insurance companies and hedge funds.	
Class syllabus: EVALUATION OF STOCKS - APPLICATIONS AND PROCESSES RETURN CONCEPTS INDUSTRY AND BUSINESS ANALYSIS DISCOUNTED DIVIDENDS MODEL VALUATION BASED ON CASH FLOWS MARKET-BASED VALUATION	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development	

and can be used both in their future careers and in their lives as active citizens in democratic societies.

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *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 mid-term and final test will take place online or in presence , depending on the teacher's decision.

Past grade distribution

Total number of evaluated students: 75

A	ABS	B	C	D	E	FX	M
73,33	0,0	9,33	5,33	0,0	0,0	5,33	6,67

Lecturers: Ing. Vladimír Valach, PhD., CFA, MBA, doc. RNDr. Mária Bohdalová, PhD.

Last change: 12.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEMPP/004M/25	Course title: Komunitné plánovanie a manažment sociálnej práce
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Vladimír Ondřejčka, PhD.							
Last change: 18.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/275M/21	Course title: Management Information Systems
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 683							
A	ABS	B	C	D	E	FX	M
43,48	0,0	29,14	10,4	5,12	3,95	1,17	6,73
Lecturers: Mgr. Vincent Karovič, PhD., PhDr. Marek Hlásny, Ing. Peter Kmeť, Mgr. Marián Kubánek, Mgr. Matúš Kovár, Mgr. Anna Drahan							
Last change: 02.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/282M/21	Course title: Managerial Accounting
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 89							
A	ABS	B	C	D	E	FX	M
20,22	0,0	24,72	23,6	7,87	14,61	2,25	6,74
Lecturers: Mgr. Lenka Papíková, PhD., prof. RNDr. Darina Saxunová, PhD.							
Last change: 07.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/009M/00	Course title: Managerial Decision-Making
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Finished bachelor degree.	
Course requirements: The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59%. Scale of assessment (preliminary/final): Ongoing: 75% / Exam: 25%.	
Learning outcomes: Decision-making belongs to main responsibilities and functions of the managers and managers are regarded and evaluated in terms of success in making decisions. The goal of the course is to improve the decision-making skills of students and to contribute to their ability to effectively and creatively solve problems both individually and within the teams. The course graduates would learn to perceive decision-making as a systematic process in the context of problem solving. They would be able to use rational methods of decision-making under conditions of certainty, risk and uncertainty as well as to solve the sequence of successive decisions. They would sense the psychological perspective of the decision-making. They would be familiar with the techniques of decision-making in groups and teams. They would practice the gained theoretical knowledge practically by means of the various simulations and case studies.	
Class syllabus: 1. Introduction into the subject. Decision-making in management. The nature of managerial decision-making. The decision-making process. 2. The rational approaches in the managerial decision-making. Methods and approaches of the decision-making under certainty, uncertainty and risk. The sequence of decisions and decision trees. 3. The psychological aspect of managerial decision-making. The two systems in us. The heuristics of anchoring, availability and representativeness. The prospect theory. The irrational types of choices. The limits of the human mind. 4. The group decision making. Defining the group's assignment, planning and organizing the overall group effort and staffing the decision group. Directing and controlling the group meeting. The creative methods and techniques of group decision-making.	

Recommended literature:

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

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

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

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

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

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

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

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

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

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

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

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

Languages necessary to complete the course:

Slovak / 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:

Subject is provided only in the summer semester.

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

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

Past grade distribution

Total number of evaluated students: 3354

A	ABS	B	C	D	E	FX	M
22,18	0,0	28,59	22,63	13,39	9,45	3,1	0,66

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

Last change: 10.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/010M/24	Course title: Managerial Statistics
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 2	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: The course requires only a basic knowledge of mathematics as a prerequisite. It is designed with a focus on simplicity and clarity, making it accessible to all students, regardless of their prior experience with statistics. The aim is to facilitate the understanding of data-driven managerial decisions and provide practical tools for data analysis and interpretation in managerial practice.	
Course requirements: During the semester, two tests will be written - each for a maximum score of 50 points, a total of 100 points. Scale of assessment (preliminary/final): 100/0	
Learning outcomes: The aim of the course is to acquaint student.s with selected methods for the analysis of cross-sectional and time data. Furthermore, to learn to use these methods in practice, using the analysis of real data files using software R	
Class syllabus: I. Analysis of cross-sectional data 1st week Introduction to work with software R. Presentation of data (quantitative, qualitative) using tables and graphs 2nd week Working with data - creating a categorical variable, working with a frequency table, descriptive statistics 3rd week Probability distribution of random variable, normality testing 4th week Point and interval estimates of parameters of random variable distribution, confidence intervals for the average, testing of a statistical hypothesis about the average 5th week Testing of statistical hypotheses. Parametric two-sample tests (comparison of 2 averages), ANOVA Week 6 Covariance, correlation coefficient. Linear regression. Week 7 Independent work in the class according to the assignment. II. Time data analysis Week 8 Regression approaches to time series analysis (linear trend)	

Week 9 Trend determination using mathematical curves (parabola, Gomperz curve, exponential trend). Week 10 Moving average method for determining the trend. Week 11 Exponential equalization. Week 12 Seasonal component in the time series Week 13 Individual work in class according to the assignment.
Recommended literature: 1. Anděl, J.: Statistické metody. MatfyzPress, Praha, 1998 2. T. Cipra : Analýza časových řad s aplikacemi v ekonomii. Praha, SNTL, 1986 3. T. Cipra : Finanční ekonometrie. Praha, Ekopress, 2008 4. J.T.McClave, P.G.Benson: Statistics for business and economics 5. Pacáková, V. a kol.: ŠTATISTIKA pre ekonómov. IURA EDITION, Bratislava 2003. 6. Pacáková, V. a kol.: ŠTATISTIKA pre ekonómov. Zbierka príkladov A. IURA EDITION, Bratislava 2005. 7. Eva Rublíková: Analýza časových radov. IURA EDITION, Bratislava 2007, resp. E. Rublíková: Prognostická štatistika (skriptá) 8. Interaktívna učebnica (česká): http://badame.vse.cz/iastat/ 9. Interactive online R book: http://www.statsoft.com/textbook/stathome.html Link for software download: https://cloud.r-project.org/ More great web pages, tutorials: http://www.stattutorials.com/ https://www.statmethods.net/r-tutorial/index.html http://www.r-tutor.com/r-introduction https://r4ds.had.co.nz/
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.
Notes: The course code in MS Teams is ejvjqp8. Students enter this code to make the course materials available online.

Past grade distribution							
Total number of evaluated students: 393							
A	ABS	B	C	D	E	FX	M
34,35	0,0	54,96	5,85	0,0	0,0	2,04	2,8
Lecturers: Mgr. Peter Pšenák, PhD., doc. RNDr. Mária Bohdalová, PhD.							
Last change: 17.09.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEMPP/006M/25	Course title: Manažment územného rozvoja v kontexte smart konceptov
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/089M/21	Course title: Marketing Analytics and Data Visualization
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: 70% continuous evaluation • active participation in seminars (in case of unjustified absence or unpreparedness for the seminar loss of 10%), • association analysis model - 10% • cross sell model - 10% • segmentation model - 10% - 40% final data visualization project 30% final evaluation • exam The overall evaluation of students consists of the sum of percentages for developed analytical models, active participation and percentages obtained for the oral exam. Individual analytical models are developed continuously at individual seminars, specific procedures are always explained and demonstrated at the seminar. The oral exam is comprehensively evaluated with regard to the quality of model processing and the solution of the assigned task. Each student will be given the task to use the selected model, which was taken over during the semester. The evaluation will be awarded on the basis of the quality of the model and an explanation of its use for marketing purposes. Individual grades of the classification scale are awarded on the basis of the obtained total number of percentages / points, which reflects the degree of success of completing the course. The ratio of interim and final evaluation is 70:30. Scale of assessment (preliminary/final): The ratio of interim and final evaluation is 70:30	
Learning outcomes: After completing the course, students will be able to work with SAS Enterprise Miner and they will be able to perform and interpret basic analyzes such as Cross sell, Up sell, Association analysis and Segmentation. They will also be able to work with visualization tools.	
Class syllabus: Basic characteristics of marketing analytics. (Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle.) Types of analysis used in marketing analytics. (Customer segmentation. Cross Sell, Up Sell, Customer Retention , Customer lifetime value.) Statistical Software Enterprise Miner (Introduction to Software SAS Enterprise Miner . Definitions.) Customer segmentation. (Definitions, basic types of segmentation. Creating customer segments. Profiling customer segments. Segmentation Strategy.)	

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

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

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

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

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

Recommended literature:

[1] GUBÍNIOVÁ, K. et al: Trendy v spotrebiteľskom správaní – teória a prax, Zlín : Radim Bačuvčík - VeRBuM , 2022, ISBN 978-80-88356-12-7

[2] PARR RUD, O. 2013. Data mining. Praha: Computer Press, 2013. 370 s. ISBN 8072265776

[3] KEE HO, W. - LUAN, X. 2003. Data mining. North Carolina: University of North Carolina

[4] at Chapel Hill [online]. Dostupné z: <http://www.unc.edu/~xluan/258/datamining.html#history>

[5] GHANI, R. 2010. Data mining for business applications. Amsterdam: IOS Press, 2010.

[online].

[6] Dostupné z: <http://site.ebrary.com/lib/uniba/Doc?id=10440450> [4] SAS. 2017. Enterprise Miner

[7] Tutorial. 2017. [online]. Dostupné z: [http://video.sas.com/#category/videos/sas-](http://video.sas.com/#category/videos/sas-enterpriseminervideo)

enterpriseminervideo_ [5] SAS. 2017. Analytics in action. 2017. [online]. Dostupné z: [http://](http://video.sas.com/)

[8] #category/ videos/analytics-in-action [6] SAS. 2017. Customer intelligence. 2017. [online].

[9] Dostupné z: [http://video.sas.com/detail/](http://video.sas.com/detail/videos/trending/video/4059012552001/sas-enterpriseminervideo---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence_) videos/trending/video/4059012552001/sas®-enterpriseminervideo™---pattern-recognition-demo? autoStart=true#category/videos/customer-intelligence_

Languages necessary to complete the course:

anglický jazyk

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: 170

A	ABS	B	C	D	E	FX	M
88,24	0,0	1,76	2,35	1,18	0,59	0,59	5,29

Lecturers: Mgr. Lucia Vilčeková, PhD.

Last change: 23.10.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/084M/21	Course title: Marketing Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 990							
A	ABS	B	C	D	E	FX	M
17,37	0,0	19,6	22,93	16,46	15,45	4,55	3,64
Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Tatyana Zlodeyeva							
Last change: 23.10.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/028M/00	Course title: Marketing Research
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Marketing management	
Course requirements: 40 % interim evaluation: - active participation (in case of unexcused absence or unpreparedness for the exercise, resp. loss of 10%) - application of acquired theoretical knowledge to selected issues - 40% 60 % final evaluation: - exam - written, online test using selected application (MS Forms) Electronic communication and method of distribution of study materials is carried out by MS Teams application. The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students develop a research project independently according to the teacher's assignment. Semester project is handed out without the possibility of additional adjustments and additional exchanges. Exam dates will be determined based on the coordination of dates no later than 1 week before the start of the exam period. 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. Scale of assessment (preliminary/final): 40/60	
Learning outcomes: After completing the course students will be able to analyze and interpret data that are used in marketing practice. They will obtain the ability and skills required to work in managerial and professional positions using the information in the context of marketing management. Students will be eligible to solve complex problems related to research and they will be able to analyze the market and customers.	
Class syllabus:	

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

Recommended literature:

- BRADLEY, N., 2013. Marketing Research tools and Techniques. Oxford: Oxford University Press, 2013. ISBN 978-0-19-965509-0
- GUBÍNIOVÁ, K. et al. 2022. Trendy v spotrebiteľskom správaní – teória a prax. Zlín: VerBuM, 2022. ISBN 978-80-88356-12-7
- HAGUE, P. N., HAGUE, N., 2004. Market Research in Practice: A Guide to the Basics. Pages: 257, Publisher: Kogan Page Ltd, 2004. E-source: <<http://site.ebrary.com/lib/uniba/Doc?id=10084442>>
- CHAN, E. Y., 2024. Consumer behavior in practice. Strategic insights for the modern marketer. Palgrave Macmillan, 2024. ISBN 978-3-031-50949-0
- CHURCHILL, A. G. – IACOBUCCI, D., 2010. Marketing Research. Methodological Foundations. South-Western, Cengage Learning, 2010. ISBN 0-538-74377-8
- KOZEL, R., 2006. Moderní marketingový výzkum. Praha: Grada Publishing, 2006. [online]. Available from: <http://books.google.sk/books?id=1EfM8GQiOBcC&dq=marketingov%C3%BD+v%C3%BDzkum&source=gbs_navlinks_s>
- KUMAR, V., 2024. International marketing research. A transformative approach. Palgrave Macmillan, 2024. ISBN 978-3-031-54649-5
- OLŠAVSKÝ, F., 2016. Brands, net disposable income and consumer behavior of Slovaks. In: Management in theory and practice. Praha: Newton College, 2016. ISBN 978-80-87325-08-7
- PELLEGRINO, A., 2024. Decoding digital consumer behavior. Bridging theory and practice. Springer, 2024. ISBN 978-981-97-3453-5
- RICHTEROVÁ, K. a kol. 2007. Marketingový výskum. Bratislava: Ekonóm, 2007. ISBN 80-225-2362-2
- SCHARRER, E. a RAMASUBRAMANIAN, S., 2021. Quantitative Research Methods in Communication. The Power of Numbers for Social Justice. Routledge, 2021. ISBN 978-0-367-54785-1
- ŠTARCHOŇ, P., PŠENÁK, P. and MIKLOŠÍK, A., 2022. Medzigeneračné rozdiely v správaní slovenských spotrebiteľov. Zlín: VerBuM, 2022. ISBN 978-80-88356-09-7
- TAHAL, R. a kol. 2017. Marketingový výzkum. Postupy, metody, trendy. Praha: Grada Publishing, 2017. ISBN 80-271-0206-8
- VILČEKOVÁ, L., 2020. Praktikum marketingového výskumu. Bratislava: Univerzita Komenského v Bratislave, 2020. ISBN 978-80-223-4925-3
- VOKOUNOVÁ, D. a kol. 2004. Praktikum z prieskumu trhu. Bratislava: Ekonóm, 2004. ISBN 80-225-1753

- Trend, Journal of International Marketing and Marketing Science and Inspirations journals
- With regard to new and available resources, supplementary literature will be updated on a continuous basis.

Languages necessary to complete the course:

Slovak, English

Ethics:

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

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Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, *a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.* Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Notes:

Past grade distribution

Total number of evaluated students: 1142

A	ABS	B	C	D	E	FX	M
35,55	0,0	20,67	17,16	13,92	7,27	4,9	0,53

Lecturers: Mgr. František Olšovský, PhD., Mgr. Lucia Vilčeková, PhD.

Last change: 17.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/279M/24	Course title: Modeling of Economic Processes
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 162							
A	ABS	B	C	D	E	FX	M
8,02	0,0	24,07	33,95	16,67	9,26	0,62	7,41
Lecturers: Mgr. Peter Pšenák, PhD., doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD.							
Last change: 16.02.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/289M/24	Course title: Multidimensional Methods of Data Analysis
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. RNDr. Mária Bohdalová, PhD., Mgr. Liubov Hodovanska							
Last change: 18.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/086M/21	Course title: Online Marketing Tools and Applications
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: The overall evaluation of students consists of the following sum of percentages: - active participation in consultations (12 percent) - elaboration and presentation of case studies according to individual topics (48 percent) - written exam (40 percent) The evaluation of the course is in accordance with the Study Regulations of Charles University and the individual levels of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success of completing the course. A minimum of 91 percent is required to obtain an A rating, a minimum of 81 percent to obtain a B rating, a minimum of 73 percent to a C rating, a minimum of 66 percent to a D rating and a minimum of 60 percent to an E rating. Credits will not be awarded to a student who earns less than 60 percent. Scale of assessment (preliminary/final): 60/40	
Learning outcomes: By completing the course the student will gain practical experience with the use of selected online marketing tools and applications. He will be able to independently analyze websites and applications using Google Analytics or Microsoft Clarity web analytics tools. Understands key indicators of web analytics and performance marketing. Can create a PPC ad campaign in Google Ads and do a basic keyword analysis. He specializes in mobile marketing and video marketing on YouTube. Can write product ad text, including web articles and tutorials. Understands the importance of organic and paid search and is able to analyze search queries. The aim of the course is to teach students to effectively use online marketing tools and applications in practice.	
Class syllabus: 1. Introduction to online marketing tools, applications - Overview of applications and Google tools 2. Project and marketing management - Jira 3. Web Analytics 1 - Google Analytics - Audience and Acquisition 4. Web Analytics 2 - Google Analytics - Behavior and Conversions 5. PPC Campaigns 1 - Google Ads - Keyword Planning and Analysis 6. PPC Campaigns 2 - Google Ads - Campaigns and Ads 7. Copywriting and content marketing 1 - Creativity and text creation	

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

Recommended literature:

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

Languages necessary to complete the course:

Slovak, English

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 affect his personal development and can be used in his future career and in life as active citizens in democratic societies are listed in the course syllabus.

Past grade distribution

Total number of evaluated students: 184

A	ABS	B	C	D	E	FX	M
64,13	0,0	9,24	7,07	3,8	2,72	1,63	11,41

Lecturers: doc. Ing. Andrej Miklošík, PhD., PhDr. Ján Ganobčík, PhD.

Last change: 16.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/316M/20	Course title: Organisation Strategy in ICT
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Type, volume, methods and workload of the student - additional information .	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: .	
Course requirements: - mandatory participation in lectures and seminars, - elaboration of the final project, - course final exam. Scale of assessment (preliminary/final): - interim 50%, - final 50% Note: The degrees of the classification scale are achieved on the basis of the total number of points obtained, which reflects the degree of success in completing the course. To get an A rating, you need to get at least 91 points, to obtain a B rating at least 81 points, for a C rating at least 73 points, for D rating at least 66 points and for E rating at least 60 points.	
Learning outcomes: To teach students to align the organization's strategic goals and information systems based on competitive advantage: • Analysis, development and implementation focused on a set of technical and business practices that include the management of hardware and software assets within the organization. Combining financial, contractual and risk responsibilities for the management of the total lifecycle of ICT assets, including tactical and strategic decision-making. • Developing the knowledge needed for ICT asset management and exploring how to gather detailed information about ICT assets to be used to make decisions about purchases and usage. • Methods to reduce costs and risks associated with unknowingly building new ICT projects on outdated (or unknown) infrastructural foundations. • Effective use of metadata and electronic records to track and categorize the organization's ICT resources. • Understanding what questions and problems managers or users of ICT resources in the organization face and what solutions are available.	

- Practicing intelligent decisions regarding ICT resources, and on the one hand as a user, on their effective use.
- Preparation, either as a user or a manager, for an audit of ICT resources.
- Analysis of the problems that management struggles with when deploying and using ICT resources in the organization.

Class syllabus:

Lectures - thematic plan:

- What ICT resource management means and includes.
- Hardware resources and their life cycle.
- Software resources and their life cycle.
- Collection and processing of data on ICT resources.
- Automated software recognition.
- License types and compliance with license rights.
- ICT resources and measurement of their use.
- Reporting on ICT resources and decision support.
- Digital transformation for the management of ICT assets.
- Audit of ICT resources.
- The impact of ICT resource management on business and decision support.

Seminars - thematic plan:

- Preparation and selection of topics for final group projects.
- Presentation and discussion of the individual content parts of the final group projects.
- As part of the faculty's active collaboration with practice, participation in guest lectures with subsequent discussion of parts of the lecture that relate to the subject.

Recommended literature:

1. Furda R., Greguš M.: Organization strategy in ICT for managers, Comenius University Bratislava; 2023.
2. Hobbs M.: IT Asset Management: A Pocket Survival Guide by Martyn Hobbs. IT Governance Publishing; 2011.
3. Pabbathi KK.: Guidance for IT Asset Management. ServiceManagers.org, ed.; 2014.
4. Thompson MS.: Practical ITAM: The Essential Guide for IT Asset Managers: Getting Started and Making a Difference in the Field of IT Asset Management. CreateSpace Independent Publishing Platform; 2017.
5. Brown C., et. al: Managing Information Technology. Pearson; 2011.

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:

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Past grade distribution

Total number of evaluated students: 155

A	ABS	B	C	D	E	FX	M
61,29	0,0	25,81	3,87	1,29	0,0	3,23	4,52

Lecturers: Ing. Robert Furda, PhD.

Last change: 07.07.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/038M/00	Course title: Organization Cultures (European Features)
Educational activities: Type of activities: lecture / practicals Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: Preliminary assessment (70%) - case studies, assessed work and its presentation, in-class test Final assessment (30%) - final written exam A = 100 – 91 points; B = 90 – 81 points; C = 80 – 73 points; D = 72 – 66 points; E = 65 – 60 points; FX (failed) = 59 – 0 points Scale of assessment (preliminary/final): 70/30	
Learning outcomes: The course aims to develop an understanding of differences in cultural evolution of individual European countries and their materialization in typical organizational cultures in the context of HR management as a basis for organizational culture typology. On completion of this course the student will be able to analyse organizational culture; identify, understand and interpret the differences in organizational cultures; use the acquired skills in managerial work.	
Class syllabus: 1. Introduction to organizational cultures in the context of HR management (definitions, substance and forms of organizational culture, subcultures and countercultures, organizational socialization, change of organizational culture, diagnosis of culture). 2. European features of organizational cultures in the context of HR management (contrastive approach to national cultures of the selected states; identification of relevant differences; states and their typical organizational cultures; typology of organizational cultures).	
Recommended literature: [1] LEWIS, R.D. When cultures collide: Leading across cultures. London: Nicholas Brealey International, 2018. [2] TROMPENAARS, F., HAMPDEN-TURNER, CH., Riding the Waves of Culture: Understanding Diversity in Global Business. New York: McGraw-Hill Education, 2012. [3] STEERS, R. M., SANCHES-RUNDE, C. J., NARDON, L. Management Across Cultures: Challenges and Strategies. Cambridge: Cambridge University Press, 2011. [4] HOFSTEDE, G., HOFSTEDE, G. J., MINKOV, M. Cultures and Organizations: Software of the Mind. New York: McGraw-Hill, 2010.	

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

Languages necessary to complete the course:
english

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: 532

A	ABS	B	C	D	E	FX	M
24,62	0,0	31,77	22,56	10,53	6,77	2,44	1,32

Lecturers: doc. PhDr. Lukáš Copuš, PhD.

Last change: 02.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/040M/21	Course title: Organizational Behavior
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: 50% continuous evaluation and 50% final evaluation. Continuous evaluation: 20% - report on solution and presentation of the assigned case study (weight 0,2) + written midterm test (weight 0,3) Final evaluation: final comprehensive written exam (weight 0,5) At least 91% must be obtained to obtain an A grade, at least 81% to obtain a B grade, at least 73% to obtain a C grade, at least 66% to obtain a D grade, and at least 60% to obtain an E grade. Gaining 59 points or less indicates an Fx grade. Scale of assessment (preliminary/final): 50% / 50%	
Learning outcomes: The course provides master's students with knowledge about approaches, concepts and practical application of research results in the field of Organizational Behavior as a current view of the management of organizations. This results in the development of students' ability to solve specific problems of organizations that are associated with people management. Students will gain new knowledge, e.g. on individual behavior, motivation, group dynamics, leading work groups, minimization of negative manifestations of group behavior, building authority, conflict resolution in the workplace and negotiations. The seminars in this course are based on the solution of case studies (case-based teaching) in the field of Organizational Behavior. Students will thus develop their skills of teamwork and systematic and creative solution of various problems of organizational practice.	
Class syllabus: 1. Introduction. What is OB and why it is important, the nature of organizations, trends in the new workplace, OB and Management, the nature of managerial work, managerial skills. Dilemmas and challenges associated with leading groups and teams that current managers face in the workplace. 2. Management lessons from abroad – Organizational behavior and culture. How culture affects the perception of the world around us and the behavior of people in the work environment. A culturally diverse work environment. Attributes of culture strongly influencing planning, negotiation, leadership, communication in the work environment.	

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

Recommended literature:

- Lašáková, A. – Rudy, J. – Sulíková, R. – Vojteková, M. – Fratrič, J.: Organizačné správanie. Bratislava: UK, 2023.
- Case studies (selection), Harvard Business Publishing, <https://hbsp.harvard.edu/cases/?ab=browse%7Ccases>
- Jordan, F. P., & Lašáková, A. (2023). Alex in Kuwait: clash of cultures amidst automation. Emerald Emerging Markets Case Studies, 13(4), 1-29.
- Lašáková, A., Vojteková, M., & Procházková, L. (2023). What (de) motivates gen Z women and gen Z men at work? Comparative study of gender differences in the young generation's motivation. Journal of Business Economics and Management, 24(4), 771-796.
- Lašáková, A. – Remišová, A. – Kirchmayer, Z.: Are managers in Slovakia ethical leaders? Key findings on the level of ethical leadership in the Slovak business environment. In: Periodica Polytechnica Social and Management Sciences. - roč. 25, č. 2 (2017), s. 87-96.
- Lašáková, A. – Remišová, A.: On organisational factors that elicit managerial unethical decision-making. In: Ekonomický časopis. - roč. 65, č. 4, (2017), s. 334-354.
- Lašáková, A. - Bajžíková, L. - Dedze, I. (2017). Barriers and drivers of innovation in higher education: Case study-based evidence across ten European universities. International Journal of Educational Development, 55, 69-79.
- Rudy, J.: Management and Chaos Theory. Bratislava: Faber, 1997.
- Comenius University Academic Library website – external information resources available to Comenius University at: <https://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>
- Journals: Organizational Behavior and Human Decision Processes, Organizational

Dynamics, Organization Science, Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Journal of Applied Psychology, Business Horizons, Human Relations, Journal of Personality and Social Psychology, Harvard Business Review
Other resources will be continuously added and updated (taking into account new and available resources).

Note: Additional recommended literature to each topic is included in the syllabus.

Languages necessary to complete the course:

English, Slovak

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:

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

Past grade distribution

Total number of evaluated students: 872

A	ABS	B	C	D	E	FX	M
18,81	0,0	29,59	21,67	13,19	7,91	5,28	3,56

Lecturers: prof. Mgr. Anna Lašáková, PhD., doc. PhDr. Rozália Sulíková, PhD., Mgr. Christopher Danis

Last change: 11.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/292M/24	Course title: Portfolios Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: Active participation in exercises: 20% Mid-term test: 20%. Final test: 60%. In accordance with the provisions of internal regulation no. 16/2017 Directive of the Rector of Comenius University in Bratislava Full text of internal regulation no. 23/2016 Directive of the Rector of the Comenius University in Bratislava, issuing the Code of Ethics of the Comenius University in Bratislava, as amended no. 1, every student always achieves his study results in an honest way during his studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge. Cases of violation of the Code of Ethics of the UK can be assessed as a violation of obligations arising from legal regulations, (...). Such an assessment may be associated with the application of relevant legal consequences at the academic, (...) disciplinary level. In accordance with the provisions of internal regulation no. 13/2018 approved by the Academic Senate of the Comenius University in Bratislava Disciplinary regulations of the Comenius University in Bratislava for students, a student's disciplinary offense 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 offense: reprimand, conditional expulsion from studies or expulsion from studies.	
Learning outcomes: The subject is based on the CFA® Level 2 Program CFA Institute curriculum. After completing the course, students will acquire knowledge that they can use in the future when taking the CFA® Program level 2 exam, if interested in obtaining the Chartered Financial Analyst® title. The CFA certificate is the most respected and recognized designation in the world of investment management. The CFA Institute is the world's largest association of investment professionals with more than 164,000 members; It builds on more than 50 years of proven	

leadership; Offering members access to the latest financial research, CFA® Charterholders are considered the best in the investment management industry - employees who are highly qualified and held to the highest ethical standards. The subject allows students to develop knowledge and skills in the field of investment management and management of portfolios of securities and alternative assets. This knowledge can be used in companies, banks, insurance companies, investment companies and other entities operating in the financial markets, for example in the positions of financial directors, traders, portfolio managers, heads of treasury, risk managers.
Class syllabus: HISTORY OF PORTFOLIO MANAGEMENT THEORY, RETURN AND RISK, EXCHANGE TRADED FUNDS, USING MULTIFACTOR MODELS, MEASUREMENT AND MANAGEMENT OF MARKET RISK, ECONOMIC DEVELOPMENT AND INVESTMENT MARKETS, ANALYSIS OF ACTIVE PORTFOLIO MANAGEMENT, ELECTRONIC MARKETS AND TRADING COSTS,
Recommended literature:
Languages necessary to complete the course:
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge</i>. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject</i>. Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.
Notes: 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: 17

A	ABS	B	C	D	E	FX	M
41,18	0,0	58,82	0,0	0,0	0,0	0,0	0,0

Lecturers: Ing. Vladimír Valach, PhD., CFA, MBA, doc. RNDr. Mária Bohdalová, PhD.

Last change: 11.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/011M/21	Course title: Practice
Educational activities: Type of activities: practice Number of hours: per week: per level/semester: 9t Form of the course: on-site learning	
Number of credits: 15	
Recommended semester: 4.	
Educational level: II.	
Prerequisites:	
Course requirements: Submission of confirmation of completion of the internship and an internship report. An assessment is also made of whether the student's internship corresponds to the chosen block of compulsory elective subjects (specialization) within the study program and whether the student's internship corresponds to the topic of the thesis. The internship can be completed at any time during the first and second year of master's studies, but no later than the deadline specified in the study plan. Credits are awarded to the student based on the evaluation of the completed internship. Scale of assessment (preliminary/final): 100/0	
Learning outcomes: By completing this course, students will gain experience from a real working environment.	
Class syllabus: Students choose the organization where they will complete their internship independently, or based on the recommendation of their academic advisor or department head. The choice of organization and work activities should correspond to the selected block of compulsory elective subjects (specialization) within the management study program in the field of economics and management. At the same time, it is recommended that the (diploma) internship correspond to the topic of the specific student's diploma thesis. The internship report must contain the following mandatory information: 1. place of internship (name and address of the organization), 2. student's job position during the internship, 3. description of the organization, 4. job description and description of the activities performed, 5. conclusions from the internship: the contribution of the student's work to the organization, the contribution of the internship to the preparation of the thesis, the contribution of the internship to the improvement of the student's professional qualifications and skills.	
Recommended literature:	
Languages necessary to complete the course:	

slovak																
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.																
Notes: The assessment for the internship after its completion is awarded by the head of the relevant department to which the student is assigned through the selection of compulsory elective subjects (specializations).																
Past grade distribution Total number of evaluated students: 641 <table><tr><td>A</td><td>ABS</td><td>B</td><td>C</td><td>D</td><td>E</td><td>FX</td><td>M</td></tr><tr><td>78,0</td><td>0,0</td><td>14,04</td><td>5,3</td><td>0,62</td><td>0,16</td><td>1,87</td><td>0,0</td></tr></table>	A	ABS	B	C	D	E	FX	M	78,0	0,0	14,04	5,3	0,62	0,16	1,87	0,0
A	ABS	B	C	D	E	FX	M									
78,0	0,0	14,04	5,3	0,62	0,16	1,87	0,0									
Lecturers: prof. Mgr. Peter Štarchoň, PhD., doc. Ing. Jana Kajanová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. PhDr. Lukáš Copuš, PhD., prof. Ing. Natalia Kryvinska, PhD., doc. PhDr. Marian Šuplata, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. RNDr. Michal Greguš, PhD., doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. PhDr. Paulína Mihaľová, PhD.																
Last change: 28.01.2026																
Approved by: prof. Mgr. Anna Lašáková, PhD.																

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/276M/21	Course title: Project Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 830							
A	ABS	B	C	D	E	FX	M
27,23	0,0	27,47	17,59	11,81	8,8	1,69	5,42
Lecturers: Ing. Peter Balco, PhD., prof. Ing. Ján Papula, PhD., Mgr. Miriam Filipová, PhD., Mgr. Monika Pikus, PhD.							
Last change: 13.09.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/088M/21	Course title: Search Engine Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: Interim (continuous) assessment for the semester (50 percent). 20% of the Interim evaluation represents the elaboration of ongoing tasks assigned in context thematic areas of the subject. 30% of the Interim evaluation is the creation of a project for a specific SEM applications in for the selected organization and its website. Final evaluation - 50% The evaluation of the course is in accordance with the Study Regulations of Charles University and the individual levels of classification scales are awarded on the basis of the points system applied, which reflects the degree success in completing the course. A minimum of 91 is required to obtain an A rating percent, for obtaining a rating of B at least 81 percent, for a rating of C at least 73 percent, for a D rating of at least 66 percent and for an E rating of at least 60 percent. Credits are will not be awarded to a student who obtains less than 60 percent. Scale of assessment (preliminary/final): 50/50	
Learning outcomes: After completing the course, students will gain the ability to understand how algorithms of the most popular search engines and ranking results work and how to help a specific one website increase its search engine visibility and get more visitors and conversions. Students will see why search visibility is at the heart of modern marketing. They will learn how to set up a suitable SEM strategy and practically manage specific activities within PPC (Google Ads) and SEO so that they can practically implement the strategy. They will get acquainted with many tools that are a valuable aid in PPC and SEO and demonstrate knowledge by processing practical implementation project.	
Class syllabus: 1. Visibility in search results as a basis for integrated marketing communication. 2. Search tools - an overview of SK versus other countries, similarities and differences. 3. Search results - search principle, types of links and results, voice search. 4. Keywords - KW analysis, principles, tools. 5. Google Ads - campaign settings, ad groups, ads.	

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

Recommended literature:

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

Languages necessary to complete the course:

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: 171

A	ABS	B	C	D	E	FX	M
56,73	0,0	20,47	15,2	2,92	0,58	1,17	2,92

Lecturers: doc. Ing. Andrej Miklošík, PhD., Ing. Monika Kuchtová, PhD., Mgr. Juraj Kamenský

Last change: 23.10.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/087M/21	Course title: Social Media and Content Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 197							
A	ABS	B	C	D	E	FX	M
69,54	0,0	5,08	11,17	0,0	2,03	1,52	10,66
Lecturers: doc. Ing. Andrej Miklošík, PhD., Mgr. Lujza Laudárová							
Last change: 16.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/279M/21	Course title: Solving Real Business Problems - Case Studies
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 63							
A	ABS	B	C	D	E	FX	M
74,6	0,0	15,87	3,17	0,0	0,0	0,0	6,35
Lecturers: Mgr. Martin Krajčík, PhD.							
Last change: 15.10.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/103M/21	Course title: Strategic Analyses and Strategic Controlling
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 70							
A	ABS	B	C	D	E	FX	M
60,0	0,0	18,57	11,43	1,43	0,0	1,43	7,14
Lecturers: prof. Ing. Ján Papula, PhD.							
Last change: 13.09.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/100M/21	Course title: Strategic Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: Evaluation during the the semester (60 percent), final exam in the exam period (40 percent). 60 percent of evaluation during the semester can be obtained for the elaboration and presentation of solutions to assigned case studies, leading discussions on a given topic and testing of knowledge during the semester. The final exam in the exam period is written.	
Learning outcomes: • Understanding the essence of the strategy and its importance as a critical factor in the success of the company. • Perception of the importance of applying strategic thinking in management and knowledge of the possibilities of its improvement. • Knowledge of the context of the origin and directions of development of the theory of strategic management. Current trends in strategic management. • Distinguishing the basic phases of the strategic management process, their focus, importance and interconnectedness and conditionality. • Knowledge of analytical and analytical-synthetic methods and techniques of strategic management and skills acquired with their application. • The importance and significance of implementation and control in strategic management. Current trends, methods and practices that support the effectiveness of strategic management in today's ever-changing and unpredictable environment.	
Class syllabus: 1. Introduction to the subject 2. Strategy as a critical factor in the success of organizations. 3. Support and development of strategic thinking of managers 4. Development of strategy theory, basic approaches and directions of theory development. 5. Strategic management as a process 6. Exploring factors from the macro environment as a basis for strategy development. 7. Investigation of microenvironment subjects and their effects. 8. Exploring the internal environment and our position in the external environment. 9. Analytical-synthetic techniques and creation of a competitive SBU strategy.	

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

Recommended literature:

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

Languages necessary to complete the course:

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: 950

A	ABS	B	C	D	E	FX	M
13,26	0,0	22,32	24,32	19,58	13,37	0,74	6,42

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

Last change: 12.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/077M/16	Course title: Strategic Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: The overall evaluation of students consists of the sum of the percentage earned for the completed and presented semester project, active participation and the percentage achieved in the exam: • 40 % interim evaluation: active attendance (in the case of unjustified absence or unpreparedness to seminar – loss of 10 %), semester project – application of theoretical knowledge on selected enterprise/organization. • 60 % final evaluation: exam – written exam. Students select an enterprise/organization, assess its strategic intentions and goals, participate in the analytical process, and contribute to the development of a strategic marketing plan (individual parts of the semestral project are prepared for the selected enterprise/organization). The final output of the semester project is a strategic marketing plan for the chosen enterprise/organization. The semester project is developed continuously during individual seminars, with each specific assignment given one week in advance. The project is comprehensively evaluated based on its quality, feedback from the instructor and peers. Students may complete the semester project either in groups or individually. The semester project must be submitted without the possibility of additional modifications or revisions. The theoretical part should not exceed one-third of the total length of the work. Proper citation of sources according to ISO 690 and ISO 690-2 is required. The semester project must be submitted electronically. Throughout the semester, students are expected to actively participate in the semester project, present individual parts of the project, attend seminars, and engage in discussions on selected topics. Scale of assessment (preliminary/final): Individual grades on the grading scale are awarded based on the total percentage / points obtained, reflecting the level of success in completing the course. The grading ratio is 40:60.	
Learning outcomes: The aim of the course is to provide students with both theoretical and practical knowledge of strategic marketing, specify competencies, the role of strategic marketing in a business, insights into formulating strategic marketing objectives, creating a strategic marketing plan, and its implementation and control. Students will learn to utilize various types of strategic marketing analyses, evaluate them, formulate objectives, and influence internal processes and external factors.	

The course will enable them to understand strategic marketing activities at the level of various enterprises, familiarize themselves with selected methods and approaches, analytical techniques, and the conception of alternative marketing strategies. The purpose is to be able to compile, assess, manage strategic activities, and evaluate the success of plans. Additionally, the aim is to teach students to comprehensively - both independently and in teams - address key questions of strategic marketing and marketing planning.

Class syllabus:

1. Basic Concepts and Terminology.

Basic concepts. Marketing - Strategic marketing - Strategic management. Marketing strategy. Strategy - Vision - Mission.

2. Strategic marketing.

Strategic thinking. Types of strategies and strategic objectives. Goals and their typology – goal implementation. Local and global strategies. Prerequisites for designing a strategic marketing plan. Content of the strategic marketing plan.

3. Creation of Marketing Strategy.

Homogeneous – Diversified enterprise. Planning at the level of strategic business units. Management competencies. Strategic business unit competencies. Development of strategic marketing plans at the level of strategic business units.

4. Competitive Advantages.

Competitive strategies. Competitive advantages – typology, basic differentiation. Creation of new competitive advantages, innovations, and changes in product range and product portfolio.

5. Competitiveness of the Enterprise.

Competitiveness of the enterprise – importance of strategic and marketing objectives for creating the competitive advantages of the enterprise. Marketing strategy. Marketing planning process. Strategic business analysis. Strategic and marketing situational analysis. Blue ocean and Red ocean strategy – differences and utilization opportunities.

6. Analysis of the Micro and Macro Environment.

External environment: micro and macro environment. PESTLE analysis. Factors of the interactive environment. Industry characteristics – driving forces in the industry – industry lifecycle – industry attractiveness. Porter's five forces model. Process of evaluating external analyses.

7. Analysis of the Internal Environment.

Analysis of business competitiveness. Selected tools and methods. Planning and evaluating competitive position. Strategic groups in the industry. Relationships with competitors.

8. Specific Methods of Strategic Marketing Analysis.

Analytical process. Strategic marketing analyses and analyses of business functional areas. Selected methods of strategic marketing analysis. Analysis of customer needs and satisfaction. Methods usable for entry/penetration into foreign markets.

9. Portfolio Analysis.

Analysis of product portfolio: BCG matrix, Product life cycle matrix. Analysis of strategic business unit portfolio and brand portfolio: GE matrix (General Electric). Analysis of strategic position. Opportunities for creating synergistic effects in the portfolio. Strategic advantage.

10. Benchmarking and brainstorming.

Benchmarking as a process. Benchmarking as a method/tool of strategic marketing analysis. Types and forms of Benchmarking - utilization. Advantages and disadvantages of benchmarking. Successful and unsuccessful benchmarking. Brainstorming. Utilization of brainstorming in strategy development.

11. Development of Strategic Marketing Plan.

Content, creation, verification, implementation, and control of the strategic marketing plan. Organizational structure and integration of marketing activities. Pricing and Distribution Strategy. Reasons and options for modification. 12. Marketing strategy. Communication policy and strategy. Marketing audit. Growth, maturity, and decline marketing strategy. Crisis marketing strategy: response to alternative stimuli, response to crisis and economic growth, change in marketing policy. 13. Implementation and control. Implementation of the marketing plan: time schedule, resources for implementation. Successful and unsuccessful implementation. Control mechanisms and change factors.
Recommended literature: [1] Horáková, H.: Strategický marketing. Praha: Grada Publishing. 2005. ISBN 80-247-0447-1 [2] Jakubíková, D.: Strategický marketing, stratégie a trendy. Praha: Grada Publishing. 2023. ISBN 978-80-271-3722-0 [3] Kotler, P., Keller, K. L., Brady, M., Goodman, M., Hansen, T.: Marketing Management. Harlow: Pearson Education Limited. 2012 [4] Drumond, G., Ensor, J., Ashford, R.: Strategic marketing, planning and control. Oxford. 2002. ISBN 978-0756-8271-8. Available at: http://books.google.sk/books?id=WrmLizZH3RoC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic%20marketing&f=false [5] Wilson, R. M. S., Gilligan, C.: Strategic marketing management – planning, implementation and control. Oxford. 2005. ISBN 0-7506-5938-6. Available at: http://books.google.sk/books?id=bvv-zibROUC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic%20marketing&f=false [6] Lesáková, D.: Strategický marketing. Bratislava: Sprint. 2007 [7] Dudinská E, Budajová, G., Budaj, P.: Analýzy v marketingovom plánovaní. Poprad. 2006. Vydavateľstvo Michala Vaška [8] Chebeň, J.: Strategický marketingový plán. Bratislava: Ekonóm. 2009 [9] Chernev, A.: Strategic marketing management. Northwestern University. 2012. ISBN 978-1-936572-15-1 [10] Brennan, R., Baines, P., Garneau, P., Vos, L.: Contemporary strategic marketing. Hampshire. Palgrave MacMillan. 2008. ISBN – 978-0-230-50720-3 [11] Strategic international marketing an advanced perspective (ed. by Melewar, T. C., Gupta, S.). Brunel. Palgrave MacMillan. 2012. ISBN 978-0-230-58024-4 [12] Smolková, E., Smolka, S.: Strategický marketing - cesta k ovplyvňovaniu spotrebiteľského správania. Univerzita Komenského, Bratislava. 2021. ISBN 978-80-223-5329-8
Languages necessary to complete the course: Slovak 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, <i>each</i>

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: 344

A	ABS	B	C	D	E	FX	M
30,23	0,0	22,09	22,38	12,5	8,14	2,91	1,74

Lecturers: Ing. Monika Kuchtová, PhD.

Last change: 16.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/027M/00	Course title: Strategic Thinking and Strategy
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Evaluation during semester (40 %), exam in exam period (60 %). Evaluation during semester consists of the following parts: • Submission and presentation of first assignment – max. 10 points • Submission and presentation of second assignment – max. 15 points • Midterm test – max. 10 points • Active participation during seminars – max. 5 points (verification of knowledge acquired through self-study and lectures) The assessment of the course is in accordance with the CU Study Regulations and the individual grades of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success in completing the course. A minimum of 91 % is required for an A grade, a minimum of 81 % for a B grade, a minimum of 73 % for a C grade, a minimum of 66 % for a D grade and a minimum of 60 % for an E grade. Credits will not be awarded to a student who receives less than 60 %.	
Learning outcomes: • knowledge about strategic thinking, its characteristics and specifics, • understanding of the importance and significance of strategy and strategic thinking, linking the topic of strategic thinking to contemporary management theory and the business environment, • knowledge of successful strategies and strategies of the past, the possibilities of its application in the present, as well as the possible consequences of its underestimation and neglect, • a deeper understanding of the course of human thinking, together with knowledge of the possibilities for its improvement, • an overview of the application of strategic thinking, also in comparison with other types of thinking of managers (especially mechanical thinking and intuition), • knowledge of the possibilities of applying strategic thinking in strategic management.	
Class syllabus: 1. Introduction to the subject 2. Strategy as a success factor 1 3. Strategy as a success factor 2	

4. Roots of strategy and strategists of the past 1
5. Roots of strategy and strategists of the past 2
6. Human thinking as a process
7. Summary of the thematic block
8. Possibilities to improve thinking
9. Strategic thinking, its characteristics and specifics
10. Strategic thinking in management theory and practice 1
11. Strategic thinking in management theory and practice 2
12. Strategic thinking in management theory and practice 3
13. Summary of semester topics

Recommended literature:

- [1] PAPULA, JOZEF – PAPULOVÁ, ZUZANA. Strategické myslenie manažérov. Za tajomstvami strategického myslenia. Bratislava: Kartprint 2010.
- [2] SUN-C'. Umenie vojny (preklad Michaela Kobidová). Bratislava: Lindeni, 2020.
- [3] SCHMITT, BERND H. Stratégia odvážnych: Ako v strategickom plánovaní využiť kreativitu a silu odvážnych nápadov. Bratislava: Eastone Books, 2010.
- [4] MAUBOUSSIN, MICHAEL J. Dvakrát meraj: Umenie robiť správne manažérske rozhodnutia a vyvarovať sa drahých chýb. Bratislava: Eastone Books, 2010.
- [5] BRUCE, ANDY – LANGDON KEN. Strategické myslenie. Bratislava: Slovart 2002.

Languages necessary to complete the course:

Slovak language, alternatively English language (for the study of supporting literature)

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: 753							
A	ABS	B	C	D	E	FX	M
32,14	0,0	30,01	15,8	10,36	8,37	2,79	0,53
Lecturers: doc. Mgr. Zuzana Papulová, PhD., Mgr. Dávid Smolka, PhD.							
Last change: 12.09.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							