

Course descriptions

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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	
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/012ME/21	Course title: Diploma Thesis Project
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 24s / 24s Form of the course: combined	
Number of credits: 3	
Recommended semester: 5., 6..	
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: 461

A	ABS	B	C	D	E	FX	M
47,51	0,0	20,82	11,93	4,99	2,6	12,15	0,0

Lecturers: prof. Ing. Ľubica Bajžíková, PhD., Mgr. Eleonóra Beňová, PhD., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., Ing. Miloslav Chalupka, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Soňa Dávideková, MPH, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Andrea Gažová, PhD., doc. Mgr. Veronika Gežík, PhD., prof. RNDr. Michal Greguš, PhD., doc. RNDr. Michal Greguš, PhD., doc. JUDr. PhDr. Katarína Gubíniová, PhD., Mgr. Peter Gál, PhD., doc. PhDr. Marian Holienka, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Ing. Jaroslav Hul'vej, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Vincent Karovič, PhD., Ing. Vincent Karovič, PhD., Mgr. Petronela Klačanská, PhD., doc. Mgr. Lucia Kohnová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., prof. Ing. Natalia Kryvinska, PhD., Ing. Rastislav Kulháněk, PhD., prof. Mgr. Anna Lašáková, PhD., doc. PhDr. Daniela Majerčáková, PhD., MBA, doc. PhDr. Paulína Mihaľová, PhD., doc. Ing. Andrej Miklošík, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Miloš Mrva, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. František Olšavský, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., prof. Ing. Jozef Papula, PhD., prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., doc. PhDr. René Pawera, PhD., Mgr. Lucia Paškrtová, PhD., Mgr. Martin Pažický, PhD., doc. JUDr. PhDr. Tomáš Peráček, PhD., prof. Ing. Anna Pilková, PhD., MBA, Mgr. Michaela Poláková, PhD., Mgr. Lenka Procházková, PhD., Mgr. Michal Páleník, PhD., Mgr. Peter Pšenák, PhD., prof. PhDr. Anna Remišová, CSc., Mgr. Katarína Rentková, PhD., prof. Ing. Ján Rudy, PhD., prof. RNDr. Darina Saxunová, PhD., doc. PhDr. Eva Smolková, CSc., doc. Ing. Iveta Stankovičová, PhD., doc. Ing. Zuzana Stoličná, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., Mgr. Rita Szalai, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Lucia Vilčeková, PhD., Ing. Jaroslav Vojtechovský, PhD., Mgr. Martin Vozár, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., prof. Mgr. Peter Štarchoň, PhD., Ing. Robert Furda, PhD., Ing. Natália Horňáková, PhD., JUDr. Ing. Jana Barjaková, PhD., Mgr. Natália Barteková, PhD., Mike Blankenberg, Peter Heinrich Bresges, Mgr. Pavel Danihel, PhD., Thomas Werner Gunter Ernst, Mgr. Adam Goldberger, PhD., Oliver Haas, Heiko Hector, PhD., Martin Hübner, Mgr. Dana Chabová, Matthias Jablonski, Mgr. Bojan Jorgič, PhD., Simon Philipp Matthias Kempf, Mgr. Lucia Klapáčová, PhD., Mgr. Monika Kleinová, Michael Max Konrad, Thomas Kottmann, Martin Kühn, Jonas Laforce, Jürgen Lange, PhD., PhDr. Peter Málach, PhD., MBA, Mgr. Valeriia Maljar, PhD., Mgr. Vladimír Mariak, PhD., Johannes Molnar, PaedDr. Lenka Môcová, Carl Sven Thomas Mues, PhD., PhDr. Peter Nováček, PhD., Manuel Oster, M.Sc., Mgr. Emilie Perrin, Jonas Michael Ralph Pfeffer, PhD., PhDr. Loretta Pinke, PhD., Hans Presulli, PhD., Michal Peter Przewlocki, MBA, Gerda Maria Theresa Schmahl, PhD., Ing. Brigita Schmognerová, CSc., Patrick Schütz, Abdulgafur Sinani, Jörg Aloisius Sträßer, Mgr. art. Ladislav Šipeky, Mgr. Dániel Tóth, PhD., Ing. Vladimír Vánik, Mgr. Lukáš Veteška, PhD., Khadijeh Abdollahi, Mgr. Boshra Khalifa Mohamed Ahmed, Ing. Peter Balco, PhD., Ing. Vladimír Borský, PaedDr. Jarmila Brtková, PhD., PhDr. Ondrej Čupka, PhD., PhDr. Ing. Monika Dávideková, PhD., Mgr. Martin Dovičák, PhD., Udo Alfred Ernst, Christian Fauska, PhDr. Ester Federlová, PhD., Ing. Solomiia Fedushko, PhD., Mgr. Miriam Filipová, PhD., Christian Fischer, Friederikos Fotis, Andreas Gebhardt, Ing. Pavol Gono, Christoph Hofer, Mgr. Tadeáš Chujac, PhD., Ammar Jamal, Jeremy Julien Keppel, Mgr. Juraj Klimo, Tobias Knayer, PhD., RNDr. Eva Kostrecová, PhD., RNDr. Zuzana Kovačičová, PhD., Mgr. Martin Krajčík, PhD., Alexander Krieger, PhD., Mgr. Tomáš Kuchár, PhD., MUDr. Ján Lakota, CSc., Mgr. Jana Leginusová, Mgr. Tomáš Lovecký, Antje Lüersmann, PhD., Mgr.

Ema Majerovičová, Ing. Ivan Makatura, PaedDr. Dana Mašlejová, Mgr. Alexandra Mittelman, PhD., MBA, Andreas Mladenow, PhD., Mgr. Ladislav Mókus, Mgr. František Müller, Mgr. Sharon Cheron Murgor, Mgr. Branislav Nedbálek, PhD., Alexander Neubaur, PhD., Phuong Ngoc Nguyen-Khorsand, PhD., Stefan Alfred Odenbach-Wanner, MBA, Mgr. Miroslav Odložilík, PaedDr. Lucia Ondrušová, PaedDr. Mikuláš Ortutay, Ümit Güfte Peköz, JUDr. Filip Petrínek, PhD., Mgr. Monika Pikus, PhDr. Ing. Vratislav Pokorný, PhD., Mgr. Júlia Raábová, PhD., Ing. Martina Repíková, Sascha Rudolf Seehaus, PhD., Peter Seidner, PhD., Mgr. Július Selecký, PhD., Olena Shlyakhetko, PhD., Holger Scheppelmann, Mgr. Stela Slámová, JUDr. Walter Späth, PhD., Mgr. Andrea Studeničová, Mgr. Miloš Šajbidor, MSc. Lucia Šepel'ová, PhD., Mgr. Katarína Uchal', PhD., Dipl. Ing. Martin Wallner, PhD., Mgr. Ľudmila Žalkovičová, Mgr. Dominika Sónak Ballová, Fabian Biersack, Mgr. Veronika Bučková, PhD., Ing. Ivo Doležal, PhD., Faik Giese, Ing. Martina Chrančoková, PhD., Ing. Iryna Ivanochko, PhD., doc. RNDr. Jana Kalická, PhD., Mgr. Kitty Klacsánová, PhD., Mgr. Natália Klempaiová, Mgr. Dávid Kubek, PhD., Mgr. Lukáš Kurínek, PhD., Ing. Daniel Kurucz, Mgr. Branislav Novotný, PhD., Nico Robin Schuster, Mgr. Peter Struk, PhD., Ing. Andrej Vicienik, Agnes Ildiko Wittrich, PhD., Lukas Bernfried Bruns, PhD., Tobias Lothar Büttner, Vlastimír Čobrda, PhD., Tina Ellmann, Mgr. Lucia Ferenčáková, PhD., PhDr. Ján Ganobčík, MSc., Besim Erdem Günes Hasltreiter-Yilmaz, PhD., Mgr. Martina Chujacová, PhD., Bernhard Dietrich Koczian, PhD., Mgr. Lucia Kočišová, Jakub Maciej Koprek, Bernhard Alexander Krah, PhD., Ing. Andrej Matta, Mgr. Nataliia Parkhomenko, PhD., PhDr. RNDr. Miroslav Reiter, Tanja Rosenbaum, Philipp Seuser, PhD., Mgr. PhDr. Livia Bott Domonkos, PhD., Mgr. Eva Brestovanská, PhD., doc. Frédéric Delaneuville, Dr., Mgr. Branislav Dudić, PhD., Mgr. Olivier Dumontel, doc. Mgr. Emília Charfaoui, CSc., Ing. Žaneta Lacová, PhD., doc. Ing. Jana Marasová, PhD., Ing. Marián Mikolášik, doc. Mgr. Petra Milošovičová, PhD., prof. JUDr. Daniela Nováčková, PhD., Mgr. Veronika Rosinská, doc. PhDr. Marian Šuplata, PhD., Bettina Wedig-Vössing, doc. Ing. Jarmila Wefersová, PhD., Mgr. Linda Zimmerová, PhD., Melanie Angielsky, Matthias Bender, PhD., Jens Berger, PhD., PhDr. JUDr. Branislav Borecký, PhD., Jens Eilers, Jakob Enns, Nathalie Andrea Frähmcke, Marco Habbaba, Tobias Häfner, Norbert Hettstedt, Jan Friedrich Huckenbeck, PhD., Torsten Huschbeck, PhD., Ing. Mgr. Juraj Chebeň, PhD., Frauke Kempner, PhD., Jürgen König, PhD., Sebastian Mader, doc. Mgr. Peter Madzik, PhD., Mgr. Dominika Miklášová, Frank Miller, Eric Neuenfeldt, Nadja Pade, PhD., Tobias Roth, Jens Schröder, Ing. Ivan Skaloš, PhD., Mgr. Monika Vojteková, Jürgen Eduard Weltermann, Alexander Helmut Bernhard Wick, PhD., Marcel Valéry Wöll, PhD., Jan Zeiler, Tim Ziegenhardt, Mgr. Alexandra Barok, PhD., Daniel Baumann, PhD., Harald Max Georg Behrschmidt, Abdurrahman Bekar, Benjamin Bendel, PhDr. Karol Bližňák, Dipl. Kfm. Andreas Britsche, PhD., Fabian Broszat, PhD., Sebastian Bunzendahl, PhD., Mgr. Yuliia Fedorova, PhD., Nina Katharina Gogoll, PhD., Mgr. Sandro Graf, PhD., Ingo Lothar Haase, Constantin Benedict Hoffmann, Christian Horres, Melanie Jablonski, PhDr. Oskar Karlík, PhD., Steffen Axel Kähne, Tarek Isam Yousef Khatib, Jürgen Klausmann, Georgios Kokkinis, Christian Korge, Maximilian Kuster, Markus Jan Löher, Mgr. Nadia Mtchedlidze, Johannes Neumann, Mgr. Dávid Paculík, Stephan Pritzl, Johannes Wilhelm Regner, Mgr. Ján Rehák, PhD., Marc Reinhardt, Stefan Rezepa, PhD., Samet Sezgin, Norman Ruben Tom-Patrick Scherer, PhD., Oliver Schneider, PhD., Andrej Schneider, Jochen Schwenk, Tobias Alexander Sick, Mgr. Dávid Smolka, PhD., David Städter, Mgr. Diana Gašparík, PhD., Mgr. Norbert Súkeník, PhDr. Dominik Šteffko, Mgr. Dominik Trubač, PhD., Mgr. Mirka Uhnak, PhD., Uwe Horst Wilhelm Volkmann, Kilian Axel Georg Weih, Lars Christopher Wester, PhDr. Matúš Baráth, PhD., Arusa Khalid, PhD., Ing. Monika Kuchtová, 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/21ME/21	Course title: Diploma Thesis Seminary I
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 24s / 24s Form of the course: combined	
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: 268							
A	ABS	B	C	D	E	FX	M
18,66	0,0	23,13	21,27	12,69	6,72	17,54	0,0
Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, 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/22ME/21	Course title: Diploma Thesis Seminary II
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 24s / 24s Form of the course: combined	
Number of credits: 3	
Recommended semester: 4.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.</p>	
Notes:	

Past grade distribution							
Total number of evaluated students: 314							
A	ABS	B	C	D	E	FX	M
38,54	0,0	15,92	10,19	2,23	5,41	27,71	0,0
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., Ing. Marián Mikolášik, Mgr. Michaela Poláková, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Martin Vozár, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Lucia Paškrťová, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, 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., prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Soňa Dávideková, MPH, 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., Ing. Rastislav Kulhánek, PhD., Mgr. Nikola Salajová, PhD., Mgr. Silvester Krčméry, PhD., Mgr. Peter Marcin, 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/23ME/21	Course title: Diploma Thesis Seminary III
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 24s / 24s Form of the course: combined	
Number of credits: 3	
Recommended semester: 5.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.</p>	
Notes:	

Past grade distribution							
Total number of evaluated students: 415							
A	ABS	B	C	D	E	FX	M
36,14	0,0	16,39	10,6	6,02	8,43	22,41	0,0
Lecturers: prof. Ing. Ľubica Bajžíková, PhD., PhDr. Matúš Baráth, PhD., Mgr. Eleonóra Beňová, PhD., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., Ing. Miloslav Chalupka, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Soňa Dávideková, MPH, PhD., doc. Ing. Milan Fekete, PhD., Ing. Robert Furda, PhD., Mgr. Andrea Gažová, PhD., doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. PhDr. Marian Holienka, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Ing. Jaroslav Hul'vej, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Vincent Karovič, PhD., doc. Mgr. Lucia Kohnová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Ing. Rastislav Kulhánek, PhD., prof. Mgr. Anna Lašáková, PhD., doc. Mgr. Peter Madzík, PhD., doc. PhDr. Paulína Mihaľová, PhD., doc. Ing. Andrej Miklošík, PhD., Mgr. Juraj Mikuš, PhD., doc. Mgr. Petra Milošovičová, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Miloš Mrva, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. František Olšavský, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., doc. PhDr. René Pawera, PhD., Mgr. Lucia Paškrtová, PhD., Mgr. Martin Pažický, PhD., prof. Ing. Anna Pilková, PhD., MBA, Mgr. Michaela Poláková, PhD., Mgr. Michal Páleník, PhD., Mgr. Peter Pšenák, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Lucia Vilčeková, PhD., Ing. Jaroslav Vojtechovský, PhD., Mgr. Martin Vozár, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., prof. Mgr. Peter Štarchoň, PhD., RNDr. Zuzana Kovačičová, PhD., Ing. Peter Balco, PhD., Mgr. Katarína Uchal', PhD., PhDr. Ing. Monika Dávideková, PhD., Mgr. Alexandra Mittelman, PhD., MBA, doc. RNDr. Michal Greguš, PhD., doc. JUDr. PhDr. Tomáš Peráček, PhD., JUDr. Filip Petrínek, PhD., Mgr. Lenka Procházková, PhD., Mgr. Martin Krajčík, PhD., Mgr. Július Selecký, PhD., Mgr. Nikola Salajová, PhD., Mgr. Silvester Krčméry, PhD., Mgr. Peter Marcin, PhD., doc. Ing. Mária Dzurová, PhD., Ing. Lenka Bednárová, PhD., Ing. Lukáš Vartiak, PhD., Ing. Monika Kuchtová, PhD., Mgr. Martin Šeliga, PhD., Mgr. Martina Chujacová, PhD., Mgr. Nataliia Parkhomenko, PhD., PhDr. RNDr. Miroslav Reiter, prof. PhDr. Zoltán Rózsa, PhD., Ing. Silvia Behanová, 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.KEF/275ME/21	Course title: Financial Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 24s / 24s Form of the course: combined	
Number of credits: 7	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: It is expected that students will be comfortable with the following topics: Capital asset pricing model (CAPM), calculation of present and future value, bond valuation, Security market line (SML) theory, financial analysis, comparative and trend analysis, Dividend discount model (DDM), Weighted average cost of capital (WACC) and evaluation of capital investments (NPV, IRR, MIRR, PP) and basic understanding to theory of Capital structures.	
Course requirements: Participation in seminars, individual student work during the semester, active monitoring of developments in selected financial markets, continuous testing, final test. The mid-term evaluation at the seminars consists of the following parts: <ul style="list-style-type: none"> - preparation of a presentation in a team on a topic in the field of asset valuation (MAX 5%), - elaboration of homework assignments during the semester (MAX 10%), - participation in seminars and activity during the semester (MAX 15%), - continuous testing during the semester (MAX 20%). Final evaluation: <ul style="list-style-type: none"> - final written test (MAX 50%). The condition for completing the course is to obtain at least 60% of the total evaluation. The condition for completing the seminars is to obtain at least 25% of the evaluation seminars. Scale of assessment (preliminary/final): 50% / 50%	
Learning outcomes: This is an advanced course in financial management. The course deepens knowledge of the basics of financial management. It emphasizes the role of the financial manager in deciding on the creation of the optimal capital structure of the company, the profitability and risk in capital budgeting, selected problems of management and control of individual sources of long-term financing, short-term financing or current assets management. Other course objectives are: Develop an understanding of the tools that are used to analyze firm's risk and how to calculate and determine fundamental value of a company. Understand the advanced issues involved in how to use concepts of CAPM model in corporate finance, how to use concepts of the Working Capital	

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

Class syllabus:

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

Recommended literature:

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

Languages necessary to complete the course:

Slovak, English

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:

Textbook (recommended literature 2.) is available at the FMUK Library. This textbook should be used as main reading. The main textbook is also available for purchase online (e.g. at Amazon.com). The relevant chapters are indicated in the class syllabus. There will be several case

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

Past grade distribution

Total number of evaluated students: 240

A	ABS	B	C	D	E	FX	M
39,58	0,0	24,17	11,67	10,42	8,75	5,42	0,0

Lecturers: Mgr. Martin Vozár, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc.

Last change: 21.09.2021

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/275ME/21	Course title: Management Information Systems
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 24s / 24s Form of the course: combined	
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: 234							
A	ABS	B	C	D	E	FX	M
16,24	0,0	23,08	22,65	18,8	8,55	10,26	0,43
Lecturers:							
Last change: 13.02.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/084ME/21	Course title: Marketing Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 24s / 24s Form of the course: combined	
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: 245							
A	ABS	B	C	D	E	FX	M
6,12	0,0	17,14	27,35	20,0	19,18	9,8	0,41
Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD.							
Last change: 14.09.2021							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/041ME/21	Course title: Organizational Behavior
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 24s / 24s Form of the course: combined	
Number of credits: 7	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: 20% - report on solution and presentation of the assigned case study (weight 0,2) + final comprehensive oral exam (weight 0,8). 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. Note: In compliance with the regulations of the internal regulation No. 16/2017 Rector's Directive Comenius University in Bratislava Full reading of the internal regulation No. 23/2016 Rector's Directive Comenius University in Bratislava, which issues the Code of Ethics of the Comenius University in Bratislava as read in supplement No. 1, every student acquires his/her study results honestly; does not cheat and use dishonest practices during any form of assessment of his/her acquired knowledge. Cases of breaking the Code of Ethics of Comenius University can be judged as breaking the duties following from legal regulations, (...). Such judgement may be connected with enforcing accompanying legal consequences on academic, (...) disciplinary level. In accordance with the regulations of the internal regulation No. 13/2018 approved by the Academic senate of Comenius University in Bratislava the Disciplinary Regulations of Comenius University in Bratislava for Students, a disciplinary offence of a student is any form of copying or forbidden cooperation or providing answers during written or oral examination (assessment of knowledge) or during preparation for it within the course, or using technical devices or any information carriers in other than allowed ways during written or oral evaluation of study results (assessment of knowledge) or during preparation for it within the course. Committing a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies. Scale of assessment (preliminary/final): 20/80	
Learning outcomes: The course provides master's students with knowledge about approaches, concepts and practical application of research results in the field of Organizational Behavior as a current view of the management of organizations. This results in the development of students' ability to solve	

specific problems of organizations that are associated with people management. Students will gain new knowledge, e.g. on individual behavior, motivation, group dynamics, leading work groups, minimization of negative manifestations of group behavior, building authority, conflict resolution in the workplace and negotiations. The seminars in this course are based on the solution of case studies (case-based teaching) in the field of Organizational Behavior. Students will thus develop their skills of teamwork and systematic and creative solution of various problems of organizational practice.

Class syllabus:

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

Recommended literature:

- [1] Rudy, J. – Sulíková, R. – Lašáková, A. – Fratričová, J. – Mitková, L.: Organizačné správanie. Bratislava: UK, 2021 (e-book).
- [2] Rudy, J. – Sulíková, R. – Lašáková, A. – Fratričová, J. – Mitková, L.: Manažment a organizačné správanie. Münster: MV Wissenschaft, 2013.
- [3] Rudy, J.: Management and Chaos Theory. Bratislava: Faber, 1997.
- [4] Robbins, S. P. – Judge, T.A.: Organizational Behavior. New Jersey: Prentice Hall, 2015.
- [5] Schermerhorn, J. R. – Hunt, J. G. – Osborn, R. N.: Organizational Behavior. John Wiley and

Sons, 2008.

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

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

[8] 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.

[9] Prípadové štúdie (výber), napr. Harvard Business Publishing, <https://hbsp.harvard.edu/cases/?ab=browse%7Ccases>

[10] Website of the Academic library at Comenius University in Bratislava – external information sources accessible for CU at: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademickakniznica-uk/externe-informacne-zdroje/>.

[11] 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*, *Moderní řízení*

[12] 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:

Past grade distribution							
Total number of evaluated students: 246							
A	ABS	B	C	D	E	FX	M
4,47	0,0	27,64	34,55	12,6	12,6	8,13	0,0
Lecturers: doc. PhDr. Rozália Sulíková, PhD., Mgr. Christopher Danis							
Last change: 17.09.2023							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/010ME/21	Course title: Practise
Educational activities: Type of activities: practice Number of hours: per week: per level/semester: 6t Form of the course: combined	
Number of credits: 2	
Recommended semester: 5., 6..	
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: 551							
A	ABS	B	C	D	E	FX	M
76,95	0,0	13,79	2,9	0,36	1,09	4,9	0,0
Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., prof. Mgr. Dagmar Cagáňová, PhD.							
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/276ME/21	Course title: Project Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 24s / 24s Form of the course: combined	
Number of credits: 7	
Recommended semester: 5.	
Educational level: II.	
Prerequisites:	
Course requirements: Assessment - exam in the exam period (60 + 40 percent). During the examination period of the semester, the student has the opportunity to obtain 60 percent for the written examination in the form of an openbook test. During the examination period, it is also possible to obtain 40 percent from the written PMP test or by submitting a scientific / professional article. 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 to obtain a rating of B at least 81 percent, to a rating of C at least 73 percent, to a D rating of at least 66 percent and an E rating of at least 60 percent. Credits will not be awarded a student who earns less than 60 percent. Weight of the mid-term / final evaluation: mid-term evaluation (0%), exam (60 + 40%)	
Learning outcomes: By completing the course the student will gain specific knowledge of the issues of multi-project management, especially from the perspective of the organization and setting up a system of coordination of planning processes, monitoring and control of parallel projects in the organization. After completing the course, students should be able to compile a project management methodology for the organization. The course develops knowledge of project management in the broader context of organizational management, points to the relationships and possibilities of application of project approach and project techniques in the management of the organization. The course is set up in close cooperation with representatives of business and management practice, as well as on the basis of own research in the field of project management and the use of project management methodologies.	
Class syllabus: The aim of the course is to supplement and develop the already acquired knowledge of project management. To acquaint students with the specifics of project management, especially from the perspective of project portfolio management (multi-project management) in the context of organizational management. The aim of the course is also to acquaint students with the main	

methodologies of project management in an experiential form. The aim of the exercise is to gain specific knowledge of the issues of multi-project management, especially from the point of view of the organization and setting up a system of coordination of planning processes, monitoring and control of parallel projects in the organization. Project management process, basic types of risks, project management process, products, roles, metrics, project life cycle, stages (phases) of the project - project initiation, project planning, project implementation, project closure. The place of project management in the organizational structure, models of organizational structures, team project management. Project planning, content of the planning process, planning process, documentation of the planning process. Hierarchical structure of project activities, time planning tools. Project implementation management process, content of project implementation management process, tools for monitoring the status of project implementation, control mechanisms. Project and investment. Demand analysis and forecasting methods. Capacities and project recalculations, content of project calculations, time funds, capacity, limiting conditions. Budget planning, impact of limited resources, risks and reserves. Investment efficiency, principles, evaluation stages, evaluation methods and criteria. Feasibility study, goals, strategy, marketing strategy, market analysis and production volumes, material inputs and energy, workforce, location of the project in the environment, technology and technical support of the project, project implementation plan, economic evaluation of the project. Strategic planning, other project procedures, selection of project procedure, how to correctly apply processes, factors influencing the selection and adaptation of the process, possibilities of adaptation of the selected process.

Recommended literature:

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

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: 317

A	ABS	B	C	D	E	FX	M
71,29	0,0	15,46	5,36	2,21	2,52	2,84	0,32

Lecturers: prof. RNDr. Michal Greguš, PhD., Ing. Miloslav Chalupka, PhD.

Last change: 11.10.2021

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/099ME/21	Course title: Strategic Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 24s / 24s Form of the course: combined	
Number of credits: 7	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: Evaluation during the the semester (40 percent), final exam in the exam period (60 percent). Evaluation during the semester can be obtained for the elaboration of the work on the selected topic, oriented on application of strategic management in managerial practice on the selected company (30 percent) and active participation during the semester, discussion on selected topics and presentation of part of the project (10 percent) . The final exam in the exam period is written.	
Learning outcomes: <ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> 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: 319

A	ABS	B	C	D	E	FX	M
9,4	0,0	16,61	23,82	17,87	21,94	9,72	0,63

Lecturers: prof. Ing. Jozef Papula, PhD., doc. Mgr. Zuzana Papulová, PhD.

Last change: 20.09.2024

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