

Course descriptions

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COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/090ME/23	Course title: Applied Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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 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

Familiarizing students with the conditions for earning credits and with 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 economic importance of the industry within 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 Rajcekké 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] BLAŠKOVÁ, 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 sociálnym sítím*. 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. - PAPIK, M. - OLŠAVSKÝ, F. Corporate social responsibility and societal marketing concept in financial sector (Slovak perspective). *Education excellence and innovation management through Vision 2020: From regional development sustainability and competitive economic growth*, IBIMA, 2017. ISBN 978-0-9860419-7-6.
- [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] KONŠTIAK, 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] LISKOVÁ, 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: Gaudemus, 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, L. – BAŽÓ, L. Podnikanie malých a stredných podnikov. Bratislava: Sprint, 2013. ISBN 9 78-80-89 3-9388-6.
- [29] STRÁŽOVSKÁ, L. 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: 14							
A	ABS	B	C	D	E	FX	M
57,14	0,0	21,43	14,29	0,0	7,14	0,0	0,0
Lecturers: Mgr. František Olšavský, PhD., doc. JUDr. PhDr. Katarína Gubíniová, PhD.							
Last change: 23.10.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/283ME/23	Course title: Auditing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Financial Accounting	
Course requirements: 1. Analysis of the company for the purpose of the 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): 20%, 30%/ 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 - the objectives and legal regulation of auditing, the responsibility of the auditor and ethics in auditing 2. Auditor's report 3. Audit procedures - Audit procedures before the conclusion	

of the contract and after the conclusion of the contract 4. Audit and computer technology 5. Content and form of financial statements and annual report 6. Balance sheet audit 7. Audit of the profit and loss statement 8. Audit of the cash flow statement 9. Audit of the annual report 10. Auditor's file 11. Audit evidence 12. Documentation of individual phases of the audit process 13. 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: 35

A	ABS	B	C	D	E	FX	M
34,29	0,0	45,71	8,57	5,71	2,86	2,86	0,0

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.KIS/281ME/23	Course title: Business Analytics and Decision Making
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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: <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: 30							
A	ABS	B	C	D	E	FX	M
66,67	0,0	13,33	10,0	0,0	6,67	3,33	0,0
Lecturers: PhDr. Ing. Monika Dávideková, PhD., doc. RNDr. Michal Greguš, PhD.							
Last change: 09.08.2023							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/051ME/23	Course title: Business Ethics
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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 be introduced to business ethics as an academic discipline. They will acquire theoretical knowledge of business ethics and learn to apply it through case studies and the resolution of ethical–economic dilemmas. They will develop the ability to design comprehensive programs and organizational policies related to human resource management, and to implement them appropriately in organizational practice (e.g., anti-discrimination, ethics, and compliance programs). Students will gain knowledge of performing human resource management functions in accordance with ethical principles. They will further cultivate skills in ethical decision-making and in identifying suitable or unsuitable candidates for managerial positions based on their ethical profiles. Overall, students will learn to recognize ethical issues in human resource management and address them at a professional level.	
Class syllabus: 1. Introduction to the Study: Ethics and morality. 2. The Essence of Business Ethics: Profit versus ethics; origins, nature, and subject of business ethics; different levels of intersection between ethics and economics. 3. Corporate Social Responsibility: The essence of the concept of corporate social responsibility. 4. Stakeholder Theory. 5. Human Rights in the Workplace: Discrimination, sexual harassment, and diversity management.	

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

Recommended literature:

- Lašáková, A., Skaloš, I., & Madzík, P. (2025). Exploring organizational characteristics connected with ethics institutionalization. *International Journal of Ethics and Systems*.
- Skaloš, I. (2024). Internal whistle-blowing – A fragile but powerful tool in the hands of Slovak business leaders. *Mladá veda*, 13(2), 189-197.
- Lašáková, A., Skaloš I. (2023). Diverse approaches needed to develop company's ethics internally: small vs. medium-sized Slovak enterprises. *Decision-making for small and mediumsized enterprises*. ISBN 978-80-7510-554-7. Karviná: Slezská univerzita v Opavě, 2023, 141-150.
- Lašáková, A., 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.
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- 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/externeinformacnezdroje/>. 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: 95

A	ABS	B	C	D	E	FX	M
4,21	0,0	34,74	32,63	13,68	4,21	10,53	0,0

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/278ME/23	Course title: Business Intelligence
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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: <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: 33							
A	ABS	B	C	D	E	FX	M
36,36	0,0	36,36	18,18	0,0	0,0	9,09	0,0
Lecturers: RNDr. Zuzana Kovačičová, 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.KSP/022ME/23	Course title: Business Process Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 4.	
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 (60%)	
Learning outcomes: By completing the course, students should gain: <ul style="list-style-type: none">• 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: <ol style="list-style-type: none">1. Introduction to business process management2. Basic concepts related to business process management3. Business process management and its principles4. Identification of business processes5. Business process modeling6. Process tools, IT support and software solutions.7. Process tool ARIS - basic information and procedures.8. Process tool ARIS - business process model and business process standards.9. Process tool ARIS - other models and their use.10. Analysis and optimization of business processes	

11. Implementation of business process management and its barriers
12. Business process management in practice.
13. 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:

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 24

A	ABS	B	C	D	E	FX	M
29,17	0,0	25,0	25,0	8,33	12,5	0,0	0,0

Lecturers: prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., Mgr. Andrea Gažová, 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.KIS/279ME/23	Course title: Business Strategy in IT
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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: <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: 31							
A	ABS	B	C	D	E	FX	M
83,87	0,0	12,9	0,0	0,0	0,0	3,23	0,0
Lecturers: doc. RNDr. Michal Greguš, PhD., Ing. Marián Mikolášik							
Last change: 12.02.2024							
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/007ME/23	Course title: Communication in Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: Scale of assessment (preliminary/final): 50 % – during semester 50 % – final exam/project	
Learning outcomes: The subject provides comprehensive basic knowledge in the field of communication and its use in work and in relation to the public. The content of the subject focuses on developing theoretical knowledge as well as skills in the field of communication in management and managerial communication. Through practical training, students will become familiar with the most common barriers to effective communication, which will enable them to communicate more effectively not only at the manager level in relation to the internal and external environment, but will also improve their presentation skills, use communication tools more effectively and achieve set goals.	
Class syllabus: 1. Introduction to the subject Communication in Management 2. Communication in the organization – lecture + practical seminar 3. Communication skills and effective communication – lecture + practical seminar 4. Analysis of communication in your organization – lecture + practical seminar	
Recommended literature: [1] POLÁKOVÁ, M. – HORVÁTHOVÁ SULEIMANOVÁ, J. (2024). Komunikácia a komunikačné zručnosti. In Copuš, L. a kol. (2024). Manažment. Bratislava: Univerzita Komenského v Bratislave. 2. aktualizované vydanie. ONLINE. Dostupné na: https://stella.uniba.sk/texty/FM_LCakol_manazment_2ed.pdf [2] Miller, K. Q., & Wahl, S. T. (2023). Business and Professional Communication: KEYS for Workplace Excellence. SAGE Publications. eBook ISBN - 9781071825280 [3] Hajdu, D., – Klingová, K., – Kazaz, J. (2022). Príručka strategickej komunikácie pre verejnú správu. GLOBSEC - A Global Think Tank: Ideas Shaping the World. ONLINE. Dostupné na: https://www.globsec.org/what-we-do/publications/prirucka-strategickej-komunikacie-pre-verejnu-spravu	

- [4] Buchholz, U. – Knorre, S. (2023). Internal communication and management. Chapter 1, 3-43. <https://doi.org/10.1007/978-3-658-38614-6>. ONLINE. Dostupné na: <https://link.springer.com/book/10.1007/978-3-658-38614-6>
- [5] Grunig, J. E., – Kim, J.-N. (2021). 15 The four models of public relations and their research legacy. V C. Valentini (Ed.), Public Relations (s. 277–312). De Gruyter. <https://doi.org/10.1515/9783110554250-015>
- [6] Dahlman, S. – Heide, M. (2020). Strategic Internal Communication: A Practitioner's Guide to Implementing Cutting-Edge Methods for Improved Workplace Culture. Routledge. <https://doi.org/10.4324/9781003005728>
- [7] NOVÁK, T. – CAPPONI, V. (2012). Asertivně do života. Praha : Grada Publishing,2012, -E-kniha
- [8] WHETTEN, D. A. – CAMERON, K. S. (2016). Developing Management Skills. New York : Pearson, 2016
- [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] Databázy Akademickej knižnice UK, Centra vedecko-technických informácií SR.

Languages necessary to complete the course:

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 62

A	ABS	B	C	D	E	FX	M
27,42	0,0	27,42	19,35	8,06	16,13	1,61	0,0

Lecturers: PhDr. Matúš Baráth, PhD.

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.KMk/091ME/23	Course title: Communication in Management and Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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] HRONKOVÁ, 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.
- [8] MIKULAŠTÍK, M. (2009). Komunikační dovednosti v praxi. Praha : Grada Publishing ISBN 80-247-0650-4.
- [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:

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Notes:

Past grade distribution

Total number of evaluated students: 14

A	ABS	B	C	D	E	FX	M
92,86	0,0	7,14	0,0	0,0	0,0	0,0	0,0

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.KMk/045ME/23	Course title: Consumer Behavior
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
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: 5							
A	ABS	B	C	D	E	FX	M
100,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Gabriela Pajtinková Bartáková, PhD.							
Last change: 16.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/300ME/23	Course title: Corporate Valuation
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: It is expected that students will be comfortable with the following topics: basics financial concepts and accounting principles and basics statistical concepts.	
Course requirements: Participation in seminars, individual student work during the semester, active monitoring of developments in selected financial markets. During the semester, students will implement a project of evaluation of a selected company, which will serve for the overall evaluation. The mid-term evaluation at the seminars consists of the following parts: - elaboration of homework assignments during the semester (MAX 20%), - continuous assessment of the activity during the semester (MAX 20%), Final evaluation: - presentation of the project - valuation of the selected company in the team (MAX 60%). The condition for completing the course is to obtain at least 60% of the total evaluation.	
Learning outcomes: The course has three main objectives: 1. Develop and understanding of the tools that are used to prepare complete DCF valuation model in MS Excel for publicly traded company. 2. Understand the advanced issues involved in how the evaluation process is working in real world. 3. Emphasis will be placed on appreciating the limitations and challenges that are analyst faced when applying the theoretical framework of Corporate Valuation.	
Class syllabus: 1. Equity Valuation Applications and Processes 2. Return Concepts 3. Industry and Company Analysis 4. Dividend Discount Models 1 5. Dividend Discount Models 2 6. Free Cash Flow Models 1	

7. Free Cash Flow Models 2 8. Relative Valuation Models 1 9. Relative Valuation Models 2 10. Project Presentation: Dividend Discount Model 11. Project Presentation: Free Cash Flow Model 12. Project Presentation: Relative Valuation Model																
Recommended literature:																
Languages necessary to complete the course:																
<p>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.</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:																
<p>Past grade distribution Total number of evaluated students: 35</p> <table border="1"> <thead> <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> </thead> <tbody> <tr> <td>97,14</td> <td>0,0</td> <td>0,0</td> <td>0,0</td> <td>0,0</td> <td>0,0</td> <td>2,86</td> <td>0,0</td> </tr> </tbody> </table>	A	ABS	B	C	D	E	FX	M	97,14	0,0	0,0	0,0	0,0	0,0	2,86	0,0
A	ABS	B	C	D	E	FX	M									
97,14	0,0	0,0	0,0	0,0	0,0	2,86	0,0									
Lecturers: Ing. Vladimír Valach, PhD., CFA, MBA																
Last change: 12.09.2025																
Approved by: prof. Mgr. Anna Lašáková, PhD.																

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/046ME/23	Course title: Customer Relationship Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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: <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: 14							
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. Gabriela Pajtinková Bartáková, 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.KIS/280ME/23	Course title: Cybersecurity and Ethical Hacking
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
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: 12							
A	ABS	B	C	D	E	FX	M
50,0	0,0	50,0	0,0	0,0	0,0	0,0	0,0
Lecturers: Mgr. Vincent Karovič, 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/042ME/23	Course title: Development of Managerial Skills
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 22 per level/semester: 10s / 308 Form of the course: combined	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: - no	
Course requirements: Interim evaluation for the semester (50%): - home work - max.25% - prepared home work (for each lesson 2 d.u.) will also be presented by the students in each lesson. - seminar work - max.25% - preparation of a seminar paper on a given topic in pairs. The works will be presented in the last 2 hours - 5 min. Final evaluation (50%) # - written exam at FM Evaluation of the course is in accordance with the Study Regulations of Comenius 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): Weight of interim / final assessment:50:50	
Learning outcomes: The subject focuses on developing students' managerial abilities and skills in these key areas - psychological aspects of personality, effective interpersonal interactions, group dynamics, effective communication, presentation skills, perception, group dynamics. Through expanding the level of knowledge, active self-knowledge and self-evaluation, through discussion, through role-playing games and practical exercises, students gain experience in the field of effective interaction with others. They acquire the basic prerequisites for effective leadership of individuals/groups/teams/subordinates and communication. Through practical training, students can more easily transform the knowledge they have learned into practice.	
Class syllabus:	

Content of the lectures:

1. Introductory lesson - organisation of the lectures, goal..
2. Importance of the managerial soft skills in the work-environment.
3. Perception - practical exercises in the field.
4. Effective verbal/nonverbal communication and its barriers in work-diverse environment - analysis + exercises.
5. Effective meeting.
6. Assertive behavior and assertive communication, exercise - identification of assertive and non-assertive behavior, manipulation.
7. Analysis of the communication in organisation.
8. Assertive behavior - specifics of the asertive/non-assertive communication.
9. Group dynamic- determinants of the effectivity.
- 10 - 12. Presentation skills - preparation, students presentations.

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.

Recommended literature:

- [1] SULÍKOVÁ, R. 2017. Psychológia pre manažérov. Kartprint, Bratislava.
- [2] SULÍKOVÁ, R. 2001. Intercultural Communication. In : Global Business and Economic Development. Volume II: The East European Perspectives. Upper Montclair : Montclair State University, p. 311-315.
- [3] SULÍKOVÁ, R. 2003. New Managerial Competencies. In : Journal of Human Resource Management, vol.. 1-2, p. 69-76.
- [4] 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, p. 813-817.
- [5] DUBRIN, A. 2013. Principles of Leadership. Mason: South-Western Cengage Learning.
- [6] YUKL, G. 2013. Leadership in Organizations. Essex: Pearson Education Limited.
- [7] THILL, J. V. – BOVEÉ, C. L. 2012. Business Communication Essentials. Pearson. New Jersey.p.: 3

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: 65

A	ABS	B	C	D	E	FX	M
13,85	0,0	41,54	16,92	7,69	10,77	9,23	0,0

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/085ME/23	Course title: Digital Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Celkové hodnotenie študentov pozostáva z nasledovného súčtu percent: - aktívna účasť na konzultáciách a odovzdanie marketingového certifikátu (20 percent) - vypracovanie a prezentovanie prípadových štúdií podľa jednotlivých tém (80 percent) Hodnotenie predmetu je v súlade so Študijným poriadkom UK a jednotlivé stupne klasifikačnej stupnice sú priznávané na základe uplatňovaného bodového systému, ktorý odráža stupeň úspešnosti absolvovania predmetu. Na získanie hodnotenia A je potrebné získať minimálne 91 percent, na získanie hodnotenia B minimálne 81 percent, na hodnotenie C minimálne 73 percent, na hodnotenie D minimálne 66 percent a na hodnotenie E minimálne 60 percent. Kredity sa neudelia študentovi, ktorý získa menej ako 60 percent. Váha priebežného / záverečného hodnotenia: 20/80 Scale of assessment (preliminary/final): 20/80	
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.

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Notes:

Past grade distribution

Total number of evaluated students: 62

A	ABS	B	C	D	E	FX	M
16,13	0,0	32,26	30,65	8,06	8,06	4,84	0,0

Lecturers: PhDr. RNDr. Miroslav Reiter, PhD., doc. Ing. Andrej Miklošík, 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/113ME/23	Course title: Digital Marketing Innovations
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
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: 22							
A	ABS	B	C	D	E	FX	M
72,73	0,0	4,55	18,18	0,0	4,55	0,0	0,0
Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, 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/012ME/23	Course title: Diploma Project
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 8s / 16s 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: 108

A	ABS	B	C	D	E	FX	M
54,63	0,0	28,7	6,48	0,93	2,78	6,48	0,0

Lecturers: prof. Ing. Ľubica Bajžíková, PhD., Mgr. Eleonóra Beňová, PhD., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. PhDr. Lukáš Copuš, 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., 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., prof. Ing. Natalia Kryvinska, PhD., Ing. Rastislav Kulhánek, 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. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., doc. PhDr. René Pawera, 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., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, 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., prof. RNDr. Ing. Ľudomír Šlahor, CSc., prof. Mgr. Peter Štarchoň, PhD., Ing. Robert Furda, PhD., Mgr. Pavel Danihel, PhD., Mgr. Bojan Jorgič, PhD., Mgr. Lucia Klapáčová, PhD., PhDr. Peter Málach, PhD., MBA, Mgr. Valeriia Maljar, PhD., Mgr. Vladimír Mariak, PhD., Johannes Molnar, PaedDr. Lenka Môcová, 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, 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., PhDr. Ing. Vladimír Borský, PhD., 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, Ing. Pavol Gono, Christoph Hofer, Mgr. Tadeáš Chujac, PhD., Ing. Alica Kačmariková, PhD., Jeremy Julien Keppel, Tobias Knayer, PhD., RNDr. Eva Kostrecová, PhD., RNDr. Zuzana Kovačičová, PhD., Mgr. Martin Krajčík, PhD., Mgr. Tomáš Kuchár, PhD., MUDr. Ján Lakota, CSc., Mgr. Jana Leginusová, Mgr. Tomáš Lovecký, Mgr. Ema Majerovičová, Ing. Ivan Makatura, PaedDr. Dana Mašlejová, Mgr. Alexandra Mittelman, PhD., MBA, Mgr. Ladislav Mokus, Mgr. František Müller, Mgr. Sharon Cheronno Murgor, Mgr. Branislav Nedbálek, PhD., Phuong Ngoc Nguyen-Khorsand, PhD., Stefan Alfred Odenbach-Wanner, PhD., Mgr. Miroslav Odložilík, PhDr. Peter Ondris, PhD., PaedDr. Lucia Ondrušová, PaedDr. Mikuláš Ortutay, Ľmit Güfte Peköz, PhD., JUDr. Filip Petrínek, PhD., 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, PhD., MSc. Lucia Šepeľová, PhD., Dr. 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. Natália Klempaiová, Mgr. Dávid Kubek, PhD., Mgr. Lukáš Kurinec, PhD., Ing. Daniel Kurucz, Mgr. Branislav Novotný, PhD., Nico Robin Schuster, Mgr. Peter Struk, PhD., Ing. Andrej Viceník, Lukas Bernfried Bruns, PhD., Tobias Lothar Büttner, PhD., Vlastimír Čobrda, PhD., Tina Ellmann, Mgr. Lucia Ferenčáková, PhD., PhDr. Ján Ganobčík, PhD., Mgr. Martina Chujacová, PhD., Mgr. Lucia Kočišová, Jakub Maciej Koprek, Ing. Andrej Matta, Mgr. Nataliia Parkhomenko, PhD., PhDr. RNDr. Miroslav Reiter, PhD., Tanja Rosenbaum, Philipp Seuser, PhD., Mgr. PhDr. Lívia 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., doc. Ing. Jarmila Wefersová, PhD., Mgr. Linda Zummerová, PhD., Melanie Angielsky, Matthias Bender, PhD., Jens Berger, PhD., PhDr. JUDr. Branislav Borecký, PhD., Jens Eilers, PhD., Jakob Enns, Nathalie Andrea Frähmcke, Marco Habbaba, PhD., Tobias Häfner, Norbert Hettstedt, Jan Friedrich Huckenbeck, PhD., Torsten Huschbeck, PhD., Frauke Kempner, PhD., Jürgen König, PhD., Sebastian Mader, doc. Mgr. Peter Madzík, PhD., Mgr. Dominika Miklášová, Frank Miller, Eric Neuenfeldt, M.Sc., Nadja Pade, PhD., Tobias Roth, Jens Schröder, Ing. Ivan Skaloš, PhD., Mgr. Monika Vojteková, Jürgen Eduard Weltermann, Marcel Valéry Wöll, PhD., Jan Zeiler, Tim Ziegenhardt, Mgr. Alexandra Barok, PhD., Harald Max Georg Behrschmidt, LL.M., PhDr. Karol Bližňák, Fabian Broszat, PhD., Sebastian Bunzendahl, PhD., Mgr. Yuliia Fedorova, PhD., Nina Katharina Gogoll, PhD., Mgr. Sandro Graf, PhD., Ingo Lothar Haase, Christian Horres, Melanie Jablonski, PhD., 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 Regner, Mgr. Ján Reháč, PhD., Marc Reinhardt, Stefan Rezepa, PhD., Samet Sezgin, Norman Ruben Tom-Patrick Scherer, PhD., Oliver Schneider, PhD., Jochen Schwenk, Tobias Alexander Sick, Mgr. Dávid Smolka, PhD., Mgr. Diana Gašparík, PhD., Mgr. Norbert Súkeník, PhDr. Dominik Šteffko, PhD., Mgr. Dominik Trubač, PhD., Mgr. Mirka Uhnak, PhD., Uwe Horst Wilhelm Volkmann, Kilian Axel Georg Weih, Lars Christopher Wester, PhDr. Patricia Brestovanská, PhD., Arusa Khalid, PhD., Ing. Monika Kuchtová, PhD., Ing. Diana Bednarčíková, PhD., Mgr. Eva Poráziková, PhD.

Last change: 09.08.2023

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/21ME/23	Course title: Diploma Seminar I
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 8s / 16s Form of the course: combined	
Number of credits: 3	
Recommended semester: 1.	
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: 388							
A	ABS	B	C	D	E	FX	M
29,38	0,0	23,97	22,42	9,79	4,9	9,54	0,0
Lecturers: 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/22ME/23	Course title: Diploma Seminar II
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 8s / 16s Form of the course: combined	
Number of credits: 3	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.</p>	
Notes:	

Past grade distribution

Total number of evaluated students: 265

A	ABS	B	C	D	E	FX	M
43,4	0,0	16,6	10,57	4,91	4,53	20,0	0,0

Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. PhDr. Paulína Mihaľová, PhD., prof. Ing. Ľubica Bajzíkova, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., prof. Mgr. Anna Lašáková, PhD., Mgr. Michaela Poláková, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., 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. PhDr. René Pawera, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Huľvej, 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., 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., Ing. Diana Bednarčíková, PhD., Ing. Ivan Skaloš, PhD., Mgr. Karol Čarnogurský, PhD.

Last change: 09.08.2023**Approved by:** prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/23ME/23	Course title: Diploma Seminar III
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 8s / 16s 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: <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: 229							
A	ABS	B	C	D	E	FX	M
49,78	0,0	20,52	13,1	5,68	5,24	5,68	0,0
<p>Lecturers: prof. Ing. Ľubica Bajzíkova, PhD., PhDr. Matúš Baráth, PhD., Mgr. Eleonóra Beňová, PhD., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. PhDr. Lukáš Copuš, 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. 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., prof. RNDr. Ing. Ľudomír Šlahor, CSc., prof. Mgr. Peter Štarchoň, PhD., RNDr. Zuzana Kovačičová, PhD., Ing. Peter Balco, PhD., Dr. Mgr. Katarína Uchaľ, 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 Kréméry, PhD., Mgr. Peter Marcin, PhD., Ing. Monika Kuchtová, PhD., Mgr. Nataliia Parkhomenko, PhD., PhDr. RNDr. Miroslav Reiter, PhD., doc. Ing. Mária Dzurová, PhD., Ing. Lenka Bednárová, PhD., Ing. Lukáš Vartiak, PhD., Mgr. Martin Šeliga, PhD., Mgr. Martina Chujacová, PhD., prof. PhDr. Zoltán Rózsa, PhD., Ing. Silvia Behanová, PhD., Ing. Diana Bednarčíková, PhD., Mgr. Eva Poráziková, PhD., Ing. Ivan Skaloš, PhD., Mgr. Karol Čarnogurský, PhD., Mgr. Rita Szalai, PhD.</p>							
Last change: 09.08.2023							
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/277ME/23	Course title: E-Business and E-Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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: <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: 63

A	ABS	B	C	D	E	FX	M
20,63	0,0	34,92	26,98	1,59	7,94	7,94	0,0

Lecturers: PhDr. RNDr. Miroslav Reiter, PhD., doc. Ing. Andrej Miklošik, PhD.**Last change:** 16.09.2024**Approved by:** prof. Mgr. Anna Lašáková, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/054ME/23	Course title: Effective Remuneration Systems
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Type, volume, methods and workload of the student - additional information compulsory elective course (block HRM) lecture – online form class – online form consultation – online form (MS Teams) 6 ECTS credits	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Management, Personnel Management, Organizational Behavioral	
Course requirements: Course evaluation: seminar evaluation (case study and active participation in class) 40% final exam 60% (Test) 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 10% In-class activities (or short presentations) 5% 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): Semester evaluation - intermediate 40%:(30%)case study/written assignment and active participation(10%) Final evaluation:(60%) written exam Weight of intermediate / final evaluation: 40/60	
Learning outcomes:	

Students will obtain knowledge and skills about strategic compensation system, understand the principles of different forms of pay for the different categories of employees, compare their wage levels with competitors. Acquire the ability to communicate with each other, reasoning and the ability to critically evaluate quantitative and qualitative information in solutions to case studies.

Class syllabus:

- 1.Introduction to the course. The principles of compensation.
- 2.Compensation system system (cash and non-cash pay). Pay Model
- 3.Compensation strategy, relation between business and compensation strategy
- 4.Internal alignment: determining the structure.
- 5.External competitiveness: determining the pay level, relevant market.
- 6.Forms of compensation.
- 7.Compensation and motivation.
- 8.Employee benefits.
9. Government, unions and legal Issues in compensation.
10. International 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] NEWMAN, J.M., GERHART, B., MILKOVICH, G.T. 2017. Compensation. McGraw-HILL. 12th Edition.
- [4] MILKOVICH, G.T., GERHARD, B. NEWMAN, J. 2016. Compensation. McGraw HILL, 10th Edition.
- [5] 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.
- [6] <https://alis.uniba.sk:8443/lib/item?id=chamo:694002&fromLocationLink=false&theme=Katalog>
- [7] Journal of Human Resource Management, www.jhrm.eu
- [8] Webové sídlo Akademickej knižnice UK – externé informačné zdroje prístupné pre UK: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe->

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:

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: 59

A	ABS	B	C	D	E	FX	M
74,58	0,0	16,95	8,47	0,0	0,0	0,0	0,0

Lecturers: prof. Ing. Ľubica Bajžíková, PhD.

Last change: 19.09.2024

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/281ME/23	Course title: Financial Accounting and Taxes
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Principles of Financial Accounting I. and II.	
Course requirements: 1. 2 case studies -problem solving and scientific paper processing 2. 1 written test during the term 3. Homework assignment 4. Final written exam Scale of assessment (preliminary/final): 25%, 15%, 10%, 50%	
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
 Complementary:
 2. KIMMEL, WEYGHANDT, KIESO - Accounting Tools for Business Decision Making
 3. 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.

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: 59

A	ABS	B	C	D	E	FX	M
16,95	0,0	32,2	25,42	8,47	8,47	8,47	0,0

Lecturers: doc. Ing. Jana Kajanová, PhD., 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/275ME/23	Course title: Financial Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 16s / 32s 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: - preparation of a presentation in a team on a topic in the field of asset valuation (MAX 5%), - elaboration of homework assignments during the semester (MAX 10%), - participation in seminars and activity during the semester (MAX 15%), - continuous testing during the semester (MAX 20%). Final evaluation: - final written test (MAX 50%). The condition for completing the course is to obtain at least 60% of the total evaluation. The condition for completing the seminars is to obtain at least 25% of the evaluation seminars. Scale of assessment (preliminary/final): 50% / 50%	
Learning outcomes: This is an advanced course in financial management. The course deepens knowledge of the basics of financial management. It emphasizes the role of the financial manager in deciding on the creation of the optimal capital structure of the company, the profitability and risk in capital budgeting, selected problems of management and control of individual sources of long-term financing, short-term financing or current assets management. Other course objectives are: Develop an understanding of the tools that are used to analyze firm's risk and how to calculate and determine fundamental value of a company. Understand the advanced issues involved in how to use concepts of CAPM model in corporate finance, how to use concepts of the Working Capital	

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

Class syllabus:

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

Recommended literature:

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

Languages necessary to complete the course:

Slovak, English

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:

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: 380

A	ABS	B	C	D	E	FX	M
41,32	0,0	30,0	11,84	7,11	4,47	5,26	0,0

Lecturers: prof. RNDr. Ing. Ľudomír Šlahor, CSc., Mgr. Vladimír Mariak, PhD., prof. RNDr. Darina Saxunová, PhD.

Last change: 09.08.2023

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/280ME/23	Course title: Financial Markets and Institutions
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: To complete the Course it takes to actively participate on the lessons. Work independently during the semester and carefully prepare for each lesson. During the Semester students will be asked to work on tasks related to the content of each of the lessons. Together you can get a maximum of 100 points. Course evaluation - 50% work in groups during the seminars, 50% exam (written exam / oral examination). The rating of the subject is in accordance with the UK Study Regulation as follows: to obtain the rating A you need to get a minimum of 91 points, to get a B rating of at least 81 points, to rating C minimum 73 points, rating D at least 66 points and rating E minimum 60 points. Scale of assessment (preliminary/final): 50% seminar / 50% exam	
Learning outcomes: The graduate will gain theoretical and practical knowledge and skills that can be applied in working in financial institutions and in the private business sector. After completing the course, the student will gain knowledge about the functioning of selected financial markets - especially the commodity market (precious metals market), insurance market, money market and capital market. The student will gain knowledge and skills in the field of stock market analysis.	
Class syllabus: 1. Financial system, financial markets and financial intermediaries. 2. Money market and its instruments. 3. Foreign exchange market and its functioning. FOREX. 4. Commodity market. 5. Capital market - Bond market and stock market. 6. Stock market analysis and its methods. 7. Sector and microeconomic analysis. 8. Technical analysis, Psychological analysis and speculative bubbles. 9. Collective investment. 10.Hedge funds. 11.Real estate funds. 12. Sovereign wealth funds.	
Recommended literature:	

1. Chovancová, B., Malacká V., Demjan, V. Kotlebová, J.: Finančné trhy – nástroje, transakcie, Walters Kluwer, Bratislava 2016. ISBN 978-80-8168-330-5
2. Kráľovič, J. - Vlachynský, K. Finančný manažment. 2011. Wolters Kluwer. ISBN 978-8078-356-3
3. Rejnuš, O. Finanční trhy. 2014. Praha: Grada. ISBN 978-80-247-3671-6
4. Hrvoľová, B. a kolektív. Analýza finančných trhov. Wolters Kluwer, 2015. ISBN 978-80-7478-948-9
5. Stephen G. Cecchetti, Kermit L. Schoenholtz. Money, Banking, and Financial Markets. McGraw-Hill Education, 2017. ISBN 978-1-259-92225-1

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: 57

A	ABS	B	C	D	E	FX	M
42,11	0,0	43,86	7,02	5,26	0,0	1,75	0,0

Lecturers: Mgr. Katarína Rentková, PhD.

Last change: 09.08.2023

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/062ME/23	Course title: Intellectual Capital and Innovation
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: The assessment consists of the following parts: (1) active participation 10%, (2) semester project 40%, (3) exam 50%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 50/50	
Learning outcomes: The course deals with the question of how to transform knowledge into innovation and subsequently implement it on the market. Effective knowledge and innovation management are fundamental prerequisites for successful business growth. Students will gain knowledge about methods of building and utilizing intellectual capital and the effective creation and commercialization of products and services. Graduates of the course will be able to prepare an intellectual capital statement and apply the knowledge they have gained in business practice.	
Class syllabus: 1. Introduction to the course 2. Intellectual capital and innovation 3. Models of intellectual capital 4. Analysis of intellectual capital 5. InCaS methodology 6. Strategic management of innovation 7. Open innovation strategy 8. Organization and methods of innovation 9. Knowledge management	
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., HUL'VEJ, 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, pp. 517-526. ISBN 978-1-909507-41-8.

[7] PAPULA, J., VOLNÁ, J., HUL'VEJ, 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, pp. 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:

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:

Communication, distribution of materials and submission of student work occurs in MS Teams. Team name: FMUK_Intelektuálny kapitál a inovácie_externí_2025/2026. Team code: i9py3dh.

Past grade distribution

Total number of evaluated students: 49

A	ABS	B	C	D	E	FX	M
67,35	0,0	26,53	6,12	0,0	0,0	0,0	0,0

Lecturers: Ing. Jaroslav Hul'vej, PhD.

Last change: 26.09.2025

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/077ME/23	Course title: International Finance
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
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: 13							
A	ABS	B	C	D	E	FX	M
7,69	0,0	38,46	23,08	15,38	15,38	0,0	0,0
Lecturers: doc. Ing. Miloš Bikár, PhD.							
Last change: 09.08.2023							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/025ME/23	Course title: International Human Resources Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
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: 34							
A	ABS	B	C	D	E	FX	M
76,47	0,0	11,76	8,82	0,0	0,0	2,94	0,0
Lecturers: Mgr. Zuzana Parák Kotuliaková, PhD.							
Last change: 10.02.2026							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/032ME/23	Course title: International Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: 40 % interim evaluation: - active attendance and case studies (in case of unjustified absence or unpreparedness to seminar - loss of 10%), - semester project, resp. work on selected and approved topic, application of theoretical knowledge on selected organization – 40%, 60 % final evaluation - exam – written, online test using the selected application (MS Forms) Electronic communication and method of distribution of study materials is carried out by MS Teams application	
Learning outcomes: The role of lectures and seminars within the subject of International Marketing is to get closer to the issue of business activities in the world market environment. The content of the subject is to study international markets, to identify suitable strategies for entering the given markets, as well as to apply the elements of the marketing mix 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 international environment. The course helps to understand and to be able to use all the information about international marketing. It contains application of marketing in international marketing area. It is based on assumption that marketing in various countries have differences, which need special attention. Presentations and seminars should introduce and explain relations in world market area. Students should study international markets; methods for finding the strategies for these markets, as well as application of marketing mix factors according to international context.	
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:

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, *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: 14

A	ABS	B	C	D	E	FX	M
35,71	0,0	21,43	42,86	0,0	0,0	0,0	0,0

Lecturers: prof. Mgr. Peter Štarchoň, PhD.

Last change: 23.10.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/102ME/23	Course title: Intrapreneurship
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Assessment during the semester and examination: <ul style="list-style-type: none"> • Semester project 75% (1st milestone 25%, 2nd milestone 25%, 3rd milestone 25%) • Exam 25% The assessment of the course is in accordance with the UK Study Regulations and the individual grading scales are awarded on the basis of the points system applied, which reflects the degree of success in completing the course. A minimum of 91 per cent is required for a grade A, a minimum of 81 per cent for a grade B, a minimum of 73 per cent for a grade C, a minimum of 66 per cent for a grade D and a minimum of 60 per cent for a grade E. Credit will not be awarded to a student who receives less than 60 percent. Scale of assessment (preliminary/final): 75/25	
Learning outcomes: This course develops the knowledge, skills and techniques of intrapreneurship (Intrapreneurship, Corporate Entrepreneurship, Corporate Venturing) as an effective approach to managing organizations for achieving competitive advantage and business success in today's turbulent changing environment. It highlights the importance and methods applied in intrapreneurship. The course develops and promotes: <ul style="list-style-type: none"> • The knowledge needed to support the building of a culture of intrapreneurship in an organization as well as the skills and methods of an effective and successful intrapreneur. • Knowledge of various methods applicable to complex intrapreneurship problems. • Skills for conducting an audit of intrapreneurial activities in an organization. • Understanding of the characteristics of successful organizations in terms of the concepts of intrapreneurship, out-of-the-box thinking and micro-presenting (pitching). 	
Class syllabus: 1. Introduction to the subject - definition of intrapreneurship. Differences between entrepreneurship and intrapreneurship within organizations. Dependent and independent entrepreneurship. The importance of and reasons for intrapreneurship within established organisations 2. Entrepreneurship and intrapreneurship - the difference between start-up entrepreneurship and intrapreneurship	

3. Types of intrapreneurship - internal and external intrapreneurship; dispersed and focused intrapreneurship, incremental and radical intrapreneurship
4. Individual perspective on intrapreneurship - entrepreneurial characteristics of employees as entrepreneurs
5. Introduction to value proposition design
6. Canvas business model and value proposition design
7. Customer profile - the essence and tools for its creation
8. Value Map - the essence and tools for its creation
9. Matching customer profile and value map - essence and tools
10. Implementation of Intrapreneurship - an experiment of measuring and implementing intrapreneurship within SMEs; validation of entrepreneurial ideas

Recommended literature:

- [1] PILKOVÁ, A. a kol. Podnikanie na Slovensku: vysoká aktivita, nízke rozvojové ašpirácie. Bratislava: Univerzita Komenského, 2012. ISBN 978-80-223-2823-4. (s. 40 - 43).
- [2] PILKOVÁ, A. a kol. Podnikanie na Slovensku: nadpriemerná podnikateľská aktivita v podpriemernom podnikateľskom prostredí. Bratislava: Univerzita Komenského, 2013. ISBN 978-80-223-3481-5. (s. 57 - 61).
- [3] PILKOVÁ, A. a kol. Podnikanie na Slovensku: Aktivita, prostredie a vybrané druhy podnikania. Bratislava: Univerzita Komenského, 2019. ISBN 978-80-223-4746-4. (s. 39 - 46).
- [4] OSTERWALDER, A., PIGNEUR, Y., BERNARDA, G., SMITH, A. Vydělávejte svými nápady. Brno: BizBooks, 2016. ISBN 978-80-265-0452-8.
- [5] OSTERWALDER, A., PIGNEUR, Y., BERNARDA, G., SMITH, A. Value Proposition Design. Hoboken, New Jersey: Wiley, 2014. ISBN 978-1-118-96805-5.
- [6] ČELLÁR, S. Intrapreneurship v gastronomických prevádzkach. Diplomová práca. Bratislava: Fakulta managementu UK, 2019.
- [7] Michalko, M. Thinkertoys: A handbook of creative-thinking techniques. Berkeley, CA: Ten Speed Press. 2006.
- [8] E-learning: E-learning: The e-course contains study materials (presentations, electronic texts, supplementary materials) created on the basis of own research as well as contact with representatives of business and management practice.

Languages necessary to complete the course:

Slovak language, English language

Ethics:

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

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Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, *a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within*

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

Notes:

Past grade distribution

Total number of evaluated students: 94

A	ABS	B	C	D	E	FX	M
30,85	0,0	47,87	15,96	2,13	0,0	3,19	0,0

Lecturers: prof. Ing. Anna Pilková, PhD., MBA, Mgr. Juraj Mikuš, PhD., Ing. Jaroslav Hul'vej, 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.KEF/054ME/23	Course title: Investment Analysis
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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: <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: 35							
A	ABS	B	C	D	E	FX	M
60,0	0,0	31,43	5,71	0,0	0,0	2,86	0,0
Lecturers: prof. RNDr. Ing. Ľudomír Šlahor, CSc.							
Last change:							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/081ME/23	Course title: Knowledge Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 4.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Data, Knowledge, Decision Making; Databases; Business Intelligence; Big Data; Information Systems and Application Software; Statistics; Mathematics.	
Course requirements: Participation in seminars, homework, and elaboration and presentation of the final project. The project can also be a team project (increasing the scope of the project in proportion to the number of students in the team). Scale of assessment (preliminary/final): Activity at meetings 20%; Homework 20%; Project 60%	
Learning outcomes: After completing this course, you will be able to: <ul style="list-style-type: none"> - Characterize knowledge management, its pillars and dimensions, the benefits of its implementation in companies, historical development, etc. - Define data, information and knowledge; their interdependencies and contexts; - Define different types of knowledge and their treatment. - Define a learning organization as well as a SECI model. - Define the term knowledge carrier and tell examples of knowledge and knowledge carrier interconnections in organizations - Define internal and external structures of the organization's "elusive" (knowledge) assets. - Describe the basic elements in the implementation of knowledge management in the practice of the organization. - Describe the benefits of introducing knowledge management in companies - Describe the sharing - exchange (conversion) of knowledge within the external; internal structures of the organization and between structures. - Get acquainted with various forms of implementation of knowledge management in companies as well as information systems supporting knowledge management; critically evaluate the impacts on knowledge management in the company and develop knowledge management strategies. 	
Class syllabus: 1. Introduction to knowledge management and its definition.	

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

Recommended literature:

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

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

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

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

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

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

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

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

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

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

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

Languages necessary to complete the course:

English

Ethics:

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

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student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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Notes:

Past grade distribution

Total number of evaluated students: 13

A	ABS	B	C	D	E	FX	M
92,31	0,0	7,69	0,0	0,0	0,0	0,0	0,0

Lecturers: doc. RNDr. Michal Greguš, PhD., PhDr. Matúš Baráth, 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.KMn/010ME/23	Course title: Leadership
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: None.	
Course requirements: Continuous Assessment: 100% The final grade is based entirely on individually completed assignments. To obtain a grade of A, students must achieve at least 91%; for a grade of B, at least 81%; for a grade of C, at least 73%; for a grade of D, at least 66%; and for a grade of E, at least 60% over the course of the semester. Scale of assessment (preliminary/final): 100/0	
Learning outcomes: The whole course is based on connecting theory with practice. The basic teaching method is selfreflection of course participants. Each adopted theory and model / concept of leadership is explained through the active involvement of students in problem solving, short case studies, personality tests and the completion of various diagnostic tools that are used in business practice. The aim of the course is to provide students with new, current knowledge in the field of leadership, to clarify the meaning and impact of leadership behavior and to build competencies that are associated with effective leadership of subordinates. To incorporate new knowledge through the solution of case studies and active self-reflection and self-evaluation.	
Class syllabus: 1. Anatomy of the process of leading people. 2. What means "effective" leadership. 3. Who is a good leader? Personality traits of effective leaders. 4. Implicit leadership theory. 5. Leadership in Slovakia. 5. Charismatic and transformational leadership styles. 7. Values-oriented and ethical leadership.	

8. Who is a "corporate psychopath"? The dark side of leaders.
9. SCARF model in leadership work.
10. The bond of trust: How to build trust with subordinates - concept of the Trustworthy leader.
11. Dynamics of building relationships between leader and follower. The LMX theory.
12. Relationship of Leader - Culture - Effectiveness.
13. E-leadership. Remote leadership.

Recommended literature:

Lašáková, A. (2024). Vedenie ľudí. In Copuš, L. a kol. (2024). Manažment. Bratislava: Univerzita Komenského v Bratislave. 2. aktualizované vydanie, s. 320-345.

Lašáková, A., & Danis, C. (2025). Decoding Leadership Effectiveness: Implicit and Culturally Endorsed Leadership Theories and Implications for Management. In *Organisational Behaviour and Design: Implications for Management* (pp. 195-212). Cham: Springer Nature Switzerland.

Danis, C., & Lašáková, A. (2024). Evolution of the Concept of Implicit Leadership Theories: A Literature Review. *LIMEN Selected Papers* DOI: <https://doi.org/10.31410/LIMEN.S.P.2023.1>

Kempner, F., & Lašáková, A. (2023). E-leadership competencies enhancing trust within virtual teams. *Being practically critical: Reimagining possibilities for CMS*, Nottingham, s. 21-25.

Lašáková, A., Remišová, A., & Kirchmayer, Z. (2017). Are managers in Slovakia ethical leaders? Key findings on the level of ethical leadership in the Slovak business environment. *Periodica Polytechnica Social and Management Sciences*, 25(2), 87-96.

Avolio, B. J., Sosik, J. J., Kahai, S. S., & Baker, B. (2014). E-leadership: Re-examining transformations in leadership source and transmission. *The Leadership Quarterly*, 25(1), 105-131.

Martin, R., Guillaume, Y., Thomas, G., Lee, A., & Epitropaki, O. (2016). Leader-member exchange (LMX) and performance: A meta-analytic review. *Personnel Psychology*, 69(1), 67-121.

Boddy, C. R. (2010). Corporate psychopaths and organizational type. *Journal of Public Affairs*, 10(4), 300-312.

Einarsen, S., Aasland, M. S., & Skogstad, A. (2007). Destructive leadership behaviour: A definition and conceptual model. *The Leadership Quarterly*, 18(3), 207-216.

Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, 22(6), 1120-1145.

Lord, R. G., Epitropaki, O., Foti, R. J., & Hansbrough, T. K. (2020). Implicit leadership theories, implicit followership theories, and dynamic processing of leadership information. *Annual Review of Organizational Psychology and Organizational Behavior*, 7(1), 49-74.

Winston, B. E., & Patterson, K. (2006). An integrative definition of leadership. *International Journal of Leadership Studies*, 1(2), 6-66.

Podolny, J. M., Khurana, R., & Hill-Popper, M. (2004). Revisiting the meaning of leadership. *Research in Organizational Behavior*, 26, 1-36.

Hogan, R., & Kaiser, R. B. (2005). What we know about leadership. *Review of General Psychology*, 9(2), 169-180.

Website of the Comenius University Academic Library – External Information Resources Accessible to CU:
<http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>
 Additional resources will be continuously supplemented and updated in accordance with newly available sources.

Languages necessary to complete the course:

Slovak, English

Ethics:

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Notes:

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

Past grade distribution

Total number of evaluated students: 60

A	ABS	B	C	D	E	FX	M
18,33	0,0	55,0	18,33	3,33	5,0	0,0	0,0

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/275ME/23	Course title: Management Information Systems
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 16s / 32s 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: <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: 248							
A	ABS	B	C	D	E	FX	M
41,94	0,0	30,65	18,15	4,84	1,21	3,23	0,0
Lecturers: Ing. Peter Balco, PhD., Ing. Igor Bandurič, PhD.							
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.KIS/271ME/23	Course title: Management of Data Protection
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Preparation of an independent seminar paper and presentation on a selected topic. Scale of assessment (preliminary/final): 40/60	
Learning outcomes: Explain the complexity and scope of managing the protection of data processing and information systems, with a focus on the manager's role in the process of building and operating such systems, as well as mastering information protection processes. Upon successful completion, students will be able to manage the area of information protection management within a company, apply information security management principles in their managerial activities in both ICT and non-ICT positions, and operate within the Information Security Management System of a company across all phases of the information system lifecycle in managerial roles.	
Class syllabus: <ul style="list-style-type: none"> - Importance of information security and basic concepts (CIA triad, information classification) - Legislative and normative framework (NIS2, GDPR, ISO/IEC 27001, COBIT) - Organizational responsibilities and ethical aspects of information protection - Types of threats and risk analysis - Network and system security - Cryptography, authentication, and access management - Data protection, backup, and security of cloud and IoT environments - Development of security policies and internal guidelines - Incident management, Business Continuity, and Disaster Recovery - Audits, compliance monitoring, and security level reporting - Governance, Risk & Compliance (GRC) and the role of the CISO - Human factor, training, and prevention of social engineering - Building a security culture within the organization - Zero Trust, automation, and AI in cybersecurity - Practical exercises, case studies, and analysis of real-world incidents 	
Recommended literature:	

[1] MARAKAS, George M. ; O'BRIEN, James A. Úvod do informačných systémov. New York: McGraw-Hill/Irwin, 2013. [2] PORADA, V. a kol. : Bezpečnostní vědy. Aleš Čeněk, 2019, 784 s., ISBN 978-80-7380-758-0 [3] KOLOUCH, J. - BAŠTA, P. a kol. Kyber ochrana. CZ.NIC, 2019, 556 s., ISBN 978-80-88168-31-7 [4] VALENTOVÁ - T., ŽUĽOVÁ, J. - ŠVEC, M. : Nové pravidlá ochrany osobných údajov. Wolters Kluwer, 2018, 168 s., ISBN 978-80-8168-792-1 [5] ANDRAŠKO, J. - GÁBRIŠ, T. - HOCHMANN, J. - OLEJÁR, D. : Zákon o kybernetickej bezpečnosti, Komentár. Wolters Kluwer, 2018, 544 s., ISBN 978-80-8168-905-5 [6] STRNÁD, O. : Systém riadenia infromačnej bezpečnosti. Dokumentácia a záznamy. AMOS, 2013, 263 s., ISBN 978-80-87691-03-8 [7] SVATÁ, V. : Audit informačného systému - 2. vydání. PBtisk, 2012, 223 s., ISBN 978-80-7431-106-2 [8] Website of the Academic Library of UK-external information sources 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: 51

A	ABS	B	C	D	E	FX	M
74,51	0,0	17,65	1,96	1,96	1,96	1,96	0,0

Lecturers: Mgr. Vincent Karovič, PhD.

Last change: 21.09.2025

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/282ME/23	Course title: Managerial Accounting
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Principles of Financial Accounting I	
Course requirements: 1. 3 case studies 2. 1 written test during the term 3. Final written exam Scale of assessment (preliminary/final): 20%, 25%/ 55%	
Learning outcomes: Upon successful completion of this course, students will be able to: 1. use financial accounting information for future cost management, costing and budgeting processes; 2. understand the relationship between costs in the company and sources of costs, estimate cost functions using mathematical methods for the purpose of cost planning in the company. 3. use the knowledge on the company's costs, in quantifying and interpreting the Break-even point, margin of safety, targeted operating income units or sales etc. 3. have knowledge about job costing and their types and to calculate full costs for the product and will be able to compile cost calculations and select the appropriate type of calculation and price the product appropriately for individual outputs, 4. monitor the cost efficiency and cost effectivity, 5. apply the knowledge on relevant revenues and relevant costs, opportunity costs making the right decisions, e.g. Buy or make, accept or reject a special order, drop or add the customer etc., 6. prepare Master and flexible budget, 7. Analyze the achieved results using variances of the 1st, 2nd and 3rd level. or using KPIs. for decision-making, 7. Understand the Balance Score Card approach.	
Class syllabus: The following topics are covered during the academic term: 1. Introduction to managerial accounting 2. Types of costs and cost behavior, Production costs - Material, Wages and overheads 3. CVP analysis (Cost-volume -profit), Breakeven point 4. Variable and absorption costing and their models of the income statement 5. Mathematical methods for determining the cost function 6. Job costing - traditional job costing, ABC, target costing, 7. Pricing 8. Inventory management 9. Relevant costs and relevant revenues - decision making 10. Budgets - Master budget 11.	

Flexible budget, Variations. Responsibility accounting, Strategic Profitability Analysis, Customer Profitability Analysis 12. Balance Score Card 13. KPI

Recommended literature:

- [1] Drury: C. Management Accounting for Business 9th edition [2] Kimmel,P.D., Weygandt, J.J., Kieso, D.E. - Accounting as a Tool for Decision Making
2. Management Accounting for Business 9th edition
3. Kimmel,P.D., Weygandt, J.J., Kieso, D.E. - Accounting as a Tool for Decision Making, 8th edition

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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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: 39

A	ABS	B	C	D	E	FX	M
35,9	0,0	28,21	12,82	5,13	7,69	10,26	0,0

Lecturers: doc. Ing. Jana Kajanová, PhD., prof. RNDr. Darina Saxunová, PhD.

Last change: 12.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/008ME/23	Course title: Managerial Decision-Making
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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.

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 accordance with the provisions of Internal Regulation No. 16/2017 Directive of the Rector of Comenius University in Bratislava Full text of Internal Regulation No. 23/2016 Directive of the Rector of Comenius University in Bratislava issuing the Code of Ethics of Comenius University in Bratislava, as amended by Appendix No. 1, each student shall always achieve his/her study results in an honest manner; he/she shall not cheat and shall not use dishonest procedures during any form of verification of his/her study knowledge and expertise. Cases of violation of the CU Code of Ethics may be judged as a breach of legal obligations. Such an assessment may involve the application of appropriate legal consequences in the academic and disciplinary sphere.

In accordance with the provisions of Internal Regulation No. 13/2018 approved by the Academic Senate of Comenius University in Bratislava Disciplinary Regulations of Comenius University in Bratislava for Students, a student's disciplinary offence is any form of copying or unauthorised collaboration or whispering during written or oral assessment of learning outcomes (assessment of knowledge) or in preparation for it, or the use of technical equipment or any media other than in a permitted manner during written or oral assessment of learning outcomes (assessment of knowledge) or in preparation for it. For a disciplinary offence committed, a student may be subject to one of the following disciplinary measures: reprimand, suspension from studies or expulsion from studies.

Past grade distribution

Total number of evaluated students: 53

A	ABS	B	C	D	E	FX	M
58,49	0,0	24,53	7,55	1,89	5,66	1,89	0,0

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

Last change: 10.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KKM/0024ME/23	Course title: Managerial Statistics
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 22 per level/semester: 10s / 308 Form of the course: combined	
Number of credits: 0	
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: 212							
A	ABS	B	C	D	E	FX	M
39,62	0,0	18,4	14,15	10,85	10,38	6,6	0,0
Lecturers: doc. RNDr. Mária Bohdalová, PhD., Mgr. Peter Pšenák, PhD.							
Last change: 10.10.2025							
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/084ME/23	Course title: Marketing Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 16s / 32s 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: <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: 381							
A	ABS	B	C	D	E	FX	M
41,99	0,0	37,01	11,02	3,41	1,84	4,72	0,0
Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., prof. Mgr. Peter Štarchoň, PhD.							
Last change: 23.10.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/027ME/23	Course title: Marketing Research
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 1., 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Marketing Management	
Course requirements: 40% research project. Evaluation will be based on the quality level of the research project. 60% final test. final test will be composed as combination of open and closed questions from lectures and projects. Written, online test using the selected application (MS Forms) Electronic communication and the method of distribution of study materials are carried out by the 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. Scale of assessment (preliminary/final): 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 the management of marketing activities—introduction. 2. Process of marketing research. 3. Typology of marketing research. 4. Survey as a marketing research method. 5. Observation as a 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.
14. Presentation of student projects.

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>>
- 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., 2015. Marketing research. A global Outlook. New Dehli: Sage Publications, 2015. ISBN 978-93-515-0248-7
- 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
- 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 Cmmunication. The Power of Numbers for Social Justice. Rountledge, 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
- 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.

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

student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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Notes:

Past grade distribution

Total number of evaluated students: 47

A	ABS	B	C	D	E	FX	M
21,28	0,0	21,28	19,15	14,89	17,02	6,38	0,0

Lecturers: Mgr. František Olšovský, PhD., 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.KEF/279ME/24	Course title: Modeling of Economic Processes
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: 143							
A	ABS	B	C	D	E	FX	M
24,48	0,0	16,78	17,48	13,29	15,38	12,59	0,0
Lecturers: doc. RNDr. Ján Pekár, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Peter Pšenák, 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.KSP/055ME/23	Course title: New Venture Strategy and Financing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
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:	

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: 24

A	ABS	B	C	D	E	FX	M
29,17	0,0	62,5	8,33	0,0	0,0	0,0	0,0

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

Last change: 06.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/086ME/23	Course title: Online Marketing Tools and Applications
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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 and assign the marketing certificate (20 percent), - elaboration and presentation of case studies according to individual topics (80 percent). The evaluation of the course is in accordance with the Study Regulations of Comenius University Bratislava 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): 20/80	
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 Campaign 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. Video - YouTube and YouTube Studio
10. SEO - Google Search Console, Screaming Frog
11. Mobile marketing - Google Play, Chrome Store, Apple Store, Steam, Epic
12. Artificial Intelligence (AI) and Machine Learning (ML) - AI and ML marketing applications

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] EHRENBERG, 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: 49

A	ABS	B	C	D	E	FX	M
32,65	0,0	34,69	8,16	14,29	4,08	6,12	0,0

Lecturers: doc. Ing. Andrej Miklošík, PhD., PhDr. RNDr. Miroslav Reiter, 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.KMn/041ME/23	Course title: Organizational Behavior
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 16s / 32s Form of the course: combined	
Number of credits: 7	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Written exam: 50 points (max.). Continuous evaluation: It is worth 50 points (max.). These are individual tasks/assignments distributed via MS Forms (information about the assignments will be provided by the teacher during the first lessons). CLASS ATTENDANCE: Attendance - attendance at classes is mandatory for all meetings and for all students. There is no exception. However, in case of unexpected situations (e.g. illness), students must inform their teacher via e-mail before the class in which they will not be able to attend. Students are expected to be prepared to discuss topics from the lectures, materials and case studies provided. Each student is expected to contribute meaningfully to the group discussion. Evaluation Weight will be assigned to the individual evaluation components according to the following algorithm: Total points for the subject = Current individual assignments: weight 0.5 + Final written exam: weight 0.5. 91 - 100% = grade A (Excellent) 81 - 90% = grade B (Very good) 73 - 80% = grade C (Good) 66 - 72% = grade D (Satisfactory) 60 - 65% = grade E (Sufficient) 59% and below = grade F (Fail) Academic cheating in class will result in referral of the case to the Faculty Disciplinary Committee and an Fx grade for that course. 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. - Bajzíkova, Ľ. - Dedze, I. (2017). Barriers and drivers of innovation in higher education: Case study-based evidence across ten European universities. International Journal of Educational Development, 55, 69-79. Rudy, J.: Management and Chaos Theory. Bratislava: Faber, 1997. Comenius University Academic Library website – external information resources available to Comenius University at: <https://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademickakniznica-uk/externe-informacne-zdroje/> Journals: Organizational Behavior and Human Decision Processes, Organizational Dynamics, Organization Science, Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Journal of Applied Psychology, Business Horizons, Human Relations, Journal of Personality and Social Psychology, Harvard Business Review Other resources will be continuously added and updated (taking into account new and available resources). Note: Additional recommended literature to each topic is included in the syllabus.

Languages necessary to complete the course:

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.

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Notes:

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

Past grade distribution

Total number of evaluated students: 392

A	ABS	B	C	D	E	FX	M
10,46	0,0	22,45	23,21	18,37	17,35	8,16	0,0

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

Last change: 11.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/053ME/23	Course title: Organizational Cultures - European Features
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: Preliminary assessment (40%) - case study Final assessment (60%) - 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): 40/60	
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/HRM 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] COPUŠ, L., ŠAJGALÍKOVÁ, H. Organizačné kultúry: Európske špecifiká. Bratislava: Univerzita Komenského, 2026. [2] COPUŠ, L., ŠAJGALÍKOVÁ, H. Organizačné kultúry: Európske špecifiká. Bratislava: Ofprint, 2020. [3] COPUŠ, L. Organizačná kultúra. In Copuš, L. a kol. Manažment. Bratislava: Univerzita Komenského, 2024. [4] ŠAJGALÍKOVÁ, H., COPUŠ, L. Vzťah národnej kultúry a vybraných funkcií manažmentu. Ružomberok: Verbum, 2016.	

- [5] ŠAJGALÍKOVÁ, H. Organizácia a kultúra. Bratislava: Ofprint, 2013.
- [6] COPUŠ, L., WOJČÁK, E., MAJTÁNOVÁ, M., ŠAJGALÍKOVÁ, H. Priemysel 4.0 a jeho dopad na organizačné systémy a ľudské zdroje. The Journal of Culture, roč. 9, č. 2, 2019, ISSN 2336-7849, s. 3–8.
- [7] ŠAJGALÍKOVÁ, H., COPUŠ, L. Organizačná kultúra a jej motivačný potenciál. Bratislava: Ofprint, 2020.
- [8] COPUŠ, L., ČARNOGURSKÝ, K. Intercultural marketing: Culture and its influence on the efficiency of Facebook marketing communication. Management & Marketing. Challenges for the Knowledge Society, roč. 12, č. 2, 2017, s. 189–207.
- [9] COPUŠ, L., ŠAJGALÍKOVÁ, H., WOJČÁK, E. Organizational Culture and its Motivational Potential in Manufacturing Industry (Subculture Perspective). Procedia Manufacturing, roč. 32, 2019, s. 360–367.
- [10] COPUŠ, L., MADZÍK, P., ŠAJGALÍKOVÁ, H., ČARNOGURSKÝ, K. Is There a Possibility to Characterize an Organizational Culture by Its Selected Cultural Dimensions? SAGE Open, roč. 13, č. 4, 2023, s. 1–20.
- [11] REISBERGER, T., REISBERGER, P., COPUŠ, L., MADZÍK, P., FALÁT, L. The Linkage between Digital Transformation and Organizational Culture: Novel Machine Learning Literature Review based on Latent Dirichlet Allocation. Journal of the Knowledge Economy. Springer, roč. 16, č. 1, 2025, s. 2082–2118.
- [12] SCHEIN, E. H. Organizational Culture and Leadership. San Francisco: Jossey-Bass, 2016.
- [13] HOFSTEDE, G., HOFSTEDE, G. J., MINKOV, M. Cultures and Organizations: Software of the Mind. New York: McGraw-Hill, 2010.
- [14] TROMPENAARS, F., HAMPDEN-TURNER, C. Riding the Waves of Culture: Understanding Diversity in Global Business. New York: McGraw-Hill Education, 2012.
- [15] LEWIS, R. D. When Cultures Collide: Leading Across Cultures. London: Nicholas Brealey International, 2018.
- [16] TROMPENAARS, F., WOOLLIAMS, P. Business Across Cultures. Chichester: Capstone, 2004.
- [17] SCHNEIDER, S. C., BARSOUX, J. L. Managing Across Cultures. London: Prentice Hall, 2002.
- [18] MOLE, J. Mind Your Manners: Managing Business Cultures in the New Global Europe. London: Nicholas Brealey Publishing, 2003.
- [19] CRANE, R. European Business Cultures. London: Pearson, 2000.
- [20] MERCADO, S., WELFORD, R., PRESCOTT, K. European Business. London: Pearson, 2000.
- [21] Databázy Akademickej knižnice UK, Centra vedecko-technických informácií SR.

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: 63

A	ABS	B	C	D	E	FX	M
26,98	0,0	31,75	17,46	7,94	11,11	4,76	0,0

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/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: 3., 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: 586							
A	ABS	B	C	D	E	FX	M
76,62	0,0	14,33	3,07	0,51	1,02	4,44	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/23	Course title: Project Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 16s / 32s Form of the course: combined	
Number of credits: 7	
Recommended semester: 3.	
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: 232

A	ABS	B	C	D	E	FX	M
53,45	0,0	19,4	21,55	3,02	1,29	1,29	0,0

Lecturers: Mgr. Miriam Filipová, PhD., doc. RNDr. Michal Greguš, PhD.

Last change: 09.08.2023

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/088ME/23	Course title: Search Engine Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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 will not be awarded to a student who obtains less than 60 percent.	
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: 44

A	ABS	B	C	D	E	FX	M
47,73	0,0	40,91	4,55	4,55	0,0	2,27	0,0

Lecturers: doc. Ing. Andrej Miklošik, PhD., PhDr. RNDr. Miroslav Reiter, 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/087ME/23	Course title: Social Media and Content Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
Number of credits: 6	
Recommended semester: 4.	
Educational level: II.	
Prerequisites:	
Course requirements: Continuous assessment for the semester in the 40/60 ratio - (40 % of the assessment represents the elaboration of partial tasks during the semester and 60 % will represent the creation of a specific proposal or a project created based on the requirements of the selected organization). The evaluation of the course is in accordance with the Study Regulations of Comenius University and the individual levels of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success of completing the course. A minimum of 91 percent is required to obtain an A grade, a minimum of 81 percent to obtain a B, a minimum of 73 percent to a C, a minimum of 66 percent to a D and a minimum of 60 percent to an E grade. Credits will not be awarded to a student who earns less than 60 percent. Scale of assessment (preliminary/final): 40/60	
Learning outcomes: Upon successful completion of this course, students will gain comprehensive information about social media, the creation and planning of authentic content. Student will master the campaign creation process, and with a high level of creativity will be able to independently design marketing solutions for a wide range of organizations.	
Class syllabus: 1. Introduction to social media marketing (SMM) and content marketing. Their role, goals and strategies. 2. Identification of target groups and rules of engagement for SMM. 3. Social media platforms and social networks. 4. Content creation and sharing: blogging, video streaming, podcasts, webinars, social media posts, whitepapers, guides, blogs, case studies, infographics, games and more. 5. Brand building on social media. 6. Copywriting. 7. Basics of visual design. Video Marketing. Marketing for photo content sharing networks. Mobile marketing and social media. 8. Viral marketing. 9. Social media marketing plan and content marketing planning.	

10. Social media management tools.
11. Social media monitoring and measuring the performance of social media marketing. Sentiment analysis.
12. New trends - virtual reality, augmented reality, live streaming, influencer marketing.

Recommended literature:

- [1] TUTEN, T. L. - SOLOMON, M. R. 2017. Social Media Marketing. 3rd edition. Thousand Oaks: SAGE Publications, 2017, 448 p. ISBN 978-15-264-2387-0
- [2] DAHL, S. 2018. Social Media Marketing: Theories and Applications. 2nd edition. Thousand Oaks: SAGE Publications, 2018, 296 p. ISBN 978-14-739-8234-5
- [3] SCOTT, D. M. 2017. The New Rules of Marketing & PR, 6th Edition: 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
- [4] JUTKOWITZ, A. 2017. The Strategic Storyteller: Content Marketing in the Age of the Educated Consumer. 1st edition. Hoboken: John Wiley and Sons, 2017, 176 p. ISBN 978-11-193-4511-4
- [5] RISHI, B. – BANDYOPADHYAY, S. 2017. Contemporary Issues in Social Media Marketing: An International Perspective. 1st edition. Abingdon: Routledge, 2017, 384 p. ISBN 978-11-386-7918-4
- [6] CHAFFEY, D. - MILL, D. 2016. Content is King . 1st edition. Abingdon: Routledge, 2017, 228 p. ISBN 978-11-381-5058-4
- [7] HEINZE, A. – FLETCHER, G. – RASHID, T. – CRUZ, A. 2016. Digital and Social Media Marketing: A Results-Driven Approach. 1st edition. Abingdon: Routledge, 2016, 346 p. ISBN 978-11-389-1791-0
- [8] BARKER, M. – BARKER, D. – BORMANN, N. – NEHER, K. 2013. Social Media Marketing: A Strategic Approach. 1st edition. Boston: Erin Joyner, Cengage Learning, 2013, 380 p. ISBN 978-11-335-8927-8
- [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, 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: 23

A	ABS	B	C	D	E	FX	M
82,61	0,0	8,7	8,7	0,0	0,0	0,0	0,0

Lecturers: doc. Ing. Andrej Miklošik, 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/274ME/23	Course title: Solving Real Business Problems - Case Studies
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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: 28							
A	ABS	B	C	D	E	FX	M
85,71	0,0	3,57	0,0	7,14	3,57	0,0	0,0
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/099ME/23	Course title: Strategic Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 16s / 32s 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. 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.

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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: 235

A	ABS	B	C	D	E	FX	M
16,6	0,0	22,55	28,09	14,89	14,47	3,4	0,0

Lecturers: doc. Mgr. Zuzana Papulová, PhD.

Last change: 12.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/040ME/23	Course title: Strategic Thinking and Strategy
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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: <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: 104							
A	ABS	B	C	D	E	FX	M
19,23	0,0	25,0	21,15	14,42	14,42	5,77	0,0
Lecturers: doc. Mgr. Zuzana Papulová, 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/076ME/23	Course title: Strategic marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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: <ul style="list-style-type: none"> • 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 develop a strategic marketing plan (individual parts of the semester project are prepared for the selected enterprise / organization). The outcome of the semester project is a strategic marketing plan for the chosen enterprise/company. The semester project is developed continuously during the seminars, with specific assignments given one week in advance. The semester project is comprehensively evaluated based on its quality, feedback from the lecturer, and classmates' responses. Students may work on the semester project in groups or individually. The semester project is submitted without the option for additional revisions or exchanges. The theoretical part of the work should not exceed one-third of the total length. Correct citation of sources according to ISO 690 and ISO 690-2 standards is required. The semester project must be submitted electronically. Throughout the semester, students are expected not only to actively participate in the semester project, present individual parts of the project, and attend seminars, but also to 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=](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)

[frontcover&dq=strategic](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)

[+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic](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)

[%20marketing&f=false](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](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)

[+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic](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)

[%20marketing&f=false](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, *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: 16

A	ABS	B	C	D	E	FX	M
0,0	0,0	37,5	31,25	12,5	12,5	6,25	0,0

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/045ME/23	Course title: Value Based Management and Entrepreneurial Risks at SME's
Educational activities: Type of activities: lecture / seminar Number of hours: per week: per level/semester: 10s / 22s Form of the course: combined	
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: 58							
A	ABS	B	C	D	E	FX	M
1,72	0,0	15,52	39,66	10,34	18,97	13,79	0,0
Lecturers: prof. Ing. Anna Pilková, PhD., MBA, Mgr. Juraj Mikuš, PhD.							
Last change: 10.09.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							