

Course descriptions

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COURSE DESCRIPTION

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

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

Recommended literature:

Recommended literature:

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

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

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

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

Popular literature / Optional reading:

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

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

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

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

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

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

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

Languages necessary to complete the course:

English

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.* Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, *a student's*

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

Notes:

Past grade distribution

Total number of evaluated students: 211

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

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

Last change: 15.04.2022

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/281AM/21	Course title: Business Analytics and Decision Making
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Information Systems and Application Software, Statistics, Mathematics, Financial Management	
Course requirements: COURSE ACTIVITIES Homework Most weeks you will have an assignment that is designed to assess your mastery of the topics and techniques covered the previous week and provide feedback to improve your understanding of the material. Homework assignments will be assessed. You may work with your colleagues to figure out the underlying concepts and problem-solving processes, but are expected to work individually to answer the specific problems that are assigned. Completed assignments can be submitted via e-mail. Timely submission of the completed assignments is essential. The due date of each assignment will be stated clearly in the assignment description. Group Project In groups of 2-3 you should prepare either a data-related project or a research paper. Additional detail about the group project will be provided via e-mail or at SharePoint of the FMCU. These projects should provide an opportunity for you to test your understanding of the techniques, processes, and problems associated with mobilizing raw data for use in individual and organization decision making. Scale of assessment (preliminary/final): Grading 40% Homework 40 pts 60% Group Project: Proposal 10 pts. Midterm report 10 pts. Final Poster/Presentation/Paper 30 pts. Answers to questions in discussion 10 pts.	
Learning outcomes: After completing this course you will be able to: - Select and evaluate various types of data to for use in decision making; - Use prescriptive and descriptive analyses to reach defensible, data-driven conclusions; - Select and apply appropriate statistical methods to address decision problems; - Use MS Excel or Wolfram Mathematica for data manipulation and analysis - Critically evaluate data analyses and develop strategies for making better decisions.	
Class syllabus: Introduction Some Basic Concepts: Measurement, Design, Validity Data Visualization Data Manipulation Probability and Significance (Sample, Population, CLT, Sampling Error) Hypothesis	

Testing (Power, Effect Size) Chi-squared, t-tests Analysis of Variance (ANOVA, Contrasts, Trends, Interactions) Correlations Multiple Regression (Sets of IVs, Nominal Scales, Interactions)

Recommended literature:

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

Judgment and Decision Making: - The Psychology of Judgment and Decision Making (Scott Plous) McGraw-Hill - ISBN: 0070504776 - Thinking, Fast and Slow (Daniel Kahneman) Farrar, Straus and Giroux - ISBN: 0374275637 (Hardcover); 0374533555 (Paperback); 0385676514 (Kindle); 0739357980 (Audio). Statistics and Statistical Reasoning - HyperStat Online Statistics Textbook - <http://davidmlane.com/hyperstat/> - Williams, F. & Monge, P. (2001), Reasoning with Statistics: How to Read Quantitative Research (5th Edition), Harcourt College Publishers: Fort Worth, TX, ISBN 0-15-50681-6 - Rice Virtual Lab in Statistics - <http://onlinestatbook.com/rvls.html> - Online Statistics Education: An Interactive Multimedia Course of Study - <http://onlinestatbook.com/2/index.html> - Statistics to Use - <http://www.physics.csbsju.edu/stats/> - Statistica's StatSoft Electronic Statistics Textbook - The entire textbook can be downloaded for free. The parent website (<http://www.statsoftinc.com/>) has a link to StatSoft's public service textbook is available online. - Web interface for statistical education at Claremont Graduate School (<http://wise.cgu.edu/tutor.asp>) Excel Tutorials - Parsons, J.J. Oja, D. Ageloff, R. & Carey, P. New Perspectives on Microsoft Excel 2010: Comprehensive SPSS Tutorials - SPSS On-Line Training Workshop - <http://calcnet.mth.cmich.edu/org/spss/toc.htm> - Resources to help you learn and use SPSS - <http://www.ats.ucla.edu/stat/spss/> - Shannon, D.M. & Davenport, M.A. (2001) Using SPSS to Solve Statistical Problems: A Self Instruction Guide. Upper Saddle River NJ: Prentice Hall - SPSS Tools and Tips - <http://www.spsstools.net/> - IBM SPSS Guides - <http://www.norusis.com/index.php> Wolfram Mathematica Tutorials <http://library.wolfram.com/infocenter/Books/8501/> VARIAN, H.: Computational Economics and Finance Modeling and Analysis with Mathematica. Springer, 1996. ISBN 978-03-879-4518-7 WOLFRAM, S. 2015. An Elementary Introduction to the Wolfram Language. <http://www.wolfram.com/language/elementary-introduction/preface.html> <http://www.wolfram.com/learningcenter/tutorialcollection/> - Wolfram Mathematica Tutorial Collection from Wolfram Research (a collection of free downloadable pdf files)

Languages necessary to complete the course:

English

Ethics:

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

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

Notes:

Past grade distribution

Total number of evaluated students: 188

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

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

Last change: 23.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/051AM/21	Course title: Business Ethics
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Course evaluation: continuous 50 points + written exam 50 points. Total max 100 points. Continuous: Active participation in the seminar, solving case studies and their presentations (30 points), midterm test (20 points). Exam: Written (50 points). In the examination period according to the FM UK Schedule. Max. number of points for the final examination: 50 points. To obtain an A grade it is necessary to obtain at least 91 points, to obtain a B grade at least 81 points, to a C grade at least 73 points, to a D grade at least 66 points and to obtain an E grade at least 60 points are needed. Scale of assessment (preliminary/final): 50 / 50	
Learning outcomes: Students will be introduced to business ethics as an academic discipline. They will acquire theoretical knowledge of business ethics and learn to apply it through case studies and the resolution of ethical–economic dilemmas. They will develop the ability to design comprehensive programs and organizational policies related to human resource management, and to implement them appropriately in organizational practice (e.g., anti-discrimination, ethics, and compliance programs). Students will gain knowledge of performing human resource management functions in accordance with ethical principles. They will further cultivate skills in ethical decision-making and in identifying suitable or unsuitable candidates for managerial positions based on their ethical profiles. Overall, students will learn to recognize ethical issues in human resource management and address them at a professional level.	
Class syllabus: 1. Introduction to the Study: Ethics and morality. 2. The Essence of Business Ethics: Profit versus ethics; origins, nature, and subject of business ethics; different levels of intersection between ethics and economics. 3. Corporate Social Responsibility: The essence of the concept of corporate social responsibility. 4. Stakeholder Theory. 5. Human Rights in the Workplace: Discrimination, sexual harassment, and diversity management.	

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

Recommended literature:

- Lašáková, A., Skaloš, I., & Madžík, P. (2025). Exploring organizational characteristics connected with ethics institutionalization. *International Journal of Ethics and Systems*.
- Skaloš, I. (2024). Internal whistle-blowing – A fragile but powerful tool in the hands of Slovak business leaders. *Mladá veda*, 13(2), 189-197.
- Lašáková, A., Skaloš I. (2023). Diverse approaches needed to develop company's ethics internally: small vs. medium-sized Slovak enterprises. *Decision-making for small and mediumsized enterprises*. ISBN 978-80-7510-554-7. Karviná: Slezská univerzita v Opavě, 2023, 141-150.
- Lašáková, A., Remišová, A., & Bohinská, A. (2022). Barriers to ethical business in Slovakia: an exploratory study based on insights of top representatives of business and employer organisations. *European Journal of International Management*, 17(1), 86-113.
- Lašáková, A. - Remišová, A. - Abratzky, D. (2022). Ethics programs in business and management literature bibliometric analysis of performance, content, and trends. In: *Ethics & Bioethics*. - Roč. 12 (2022), s. 92-107.
- Lašáková, A. – Remišová, A. – Bohinská, A. (2021). Best practices in ethics management: Insights from a qualitative study in Slovakia. In: *Business Ethics: A European Review*. – Roč. 30, č. 1, s. 54-75.
- Remišová, A. – Lašáková, A. – Kirchmayer, Z. (2019). Influence of formal ethics program components on managerial ethical behavior. In: *Journal of Business Ethics*. – Roč. 160, č. 1, s. 151-166.
- Remišová, A. – Lašáková, A. (2017). Theoretical foundations of the Bratislava school of business ethics. In: *Ethics & Bioethics*. – Roč. 7, č. 3-4 (2017), s. 177-186.
- Remišová, A. 2015. *Súčasný trendy podnikateľskej etiky*. Bratislava: Kluwer, 260 s.
- Remišová, A. – Lašáková, A. – Schaefer-Krzykala, R. (2013). Corporate social responsibility in European countries: The keystones of the concept and intercultural connotations. In: *Journal for East European Management Studies*. – Roč. 18, č. 4, s. 512-543.
- Crane, A. – Matten, D. (2010). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. Oxford: Oxford University Press.
- Website of the Academic library of the UK – external information resources available at: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne zdroje/>.
- Additional resources will be continuously supplemented and updated (with regard to new and available resources).

Languages necessary to complete the course:

English

Ethics:

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

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: 120

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

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

Last change: 12.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/036AB/21	Course title: Business Law
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Absences: • 2 allowed without justification • 3 or more only with medical approvement o no approvement from state authority or foreign police department etc. allowed o please plan your administrative activities out of the scholar schedule • possibility to compensate the absence by attending the alternative seminar class at the same week, when the absence occurred • no mobile using accepted in any case except taking the online test o using a mobile phone during the seminar is considered an unexcused absence of the respective student o using a mobile phone by an argument "it is used for making the notes or searching for information" is not accepted, please make the notes on computer or on the paper and move any activity regarding the mobile phone beyond the seminar session As soon as you exceed these 2 absences or you want to declare medical reasons, please bring me the medical approvement to the nearest seminar upcoming after the medical reasons that caused your absence, otherwise it will not be accepted. Please don't send me any messages prior to your absence or after it, because these are irrelevant. Appointment at foreign police is not considered a reason relevantly justifying your absence. Written communication held with the lecturer shal be done only via e-mail. No responds to chat questions. Possibility to consult online each Monday from 13:10 – 13:50. after previous request 24 hours in advance.	
Learning outcomes: After successful completion of this course, students will be able to interpret and apply the legal regulations in practice and to acquaint them with the conditions of doing business. The students gain knowledge and skills about legal relationships related to entrepreneurship in Slovakia. They will be able to set up a business company and carry out simple legal operations related to economic activity.	
Class syllabus:	

In the course special emphasis is placed on the system of commercial law, the legal forms of commercial companies and binding relationships. 1. Basic legal regulations regulating business 2. Legal forms of trading companies 3. Commercial register 4. Capital companies 5. Personal companies 6. Cooperatives as subjects of commercial law 7. Individual entrepreneurship 8. Binding relationships in the commercial law 9. Forbidden muddy practice in the commercial law																							
Recommended literature: Válková, K.: Základy obchodného práva, Západoslovenské tlačiarne Skalica, s.r.o. Skalica, 2008 Zákon č. 513/1991 Zb. Obchodný zákonník v znení neskorších zmien Zákon č. 455/1991 Zb. o živnostenskom podnikaní (živnostenský zákon) v znení neskorších zmien																							
Languages necessary to complete the course: English																							
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. 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: 426 <table border="1"> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th><th>M</th></tr> <tr> <td>25,35</td><td>0,0</td><td>19,95</td><td>15,96</td><td>11,97</td><td>12,21</td><td>14,55</td><td>0,0</td></tr> </table>								A	ABS	B	C	D	E	FX	M	25,35	0,0	19,95	15,96	11,97	12,21	14,55	0,0
A	ABS	B	C	D	E	FX	M																
25,35	0,0	19,95	15,96	11,97	12,21	14,55	0,0																
Lecturers: JUDr. Filip Petrínek, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD.																							
Last change: 17.09.2025																							
Approved by:																							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/180B/21	Course title: Business Negotiations (FL)
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: French level B1, knowledge of economic and legal vocabulary	
Course requirements: Active participation, presentation, final exam Scale of assessment (preliminary/final): 60/40	
Learning outcomes: Learning the rules of negotiation and their applications in specialized situations, Learning the basic rules of the sales interview.	
Class syllabus: session 1: Introduction to negotiation Session 2: Win-win/win-lose/lose-lose negotiation Collaboration, compromise, coercion, manipulation, intransigence, speedy negotiation Presentation : How to define negotiation (p.1-42) Session 3: Role play: understanding the different types of negotiation Presentation : The actors in negotiation (p.45-75) Session 4: The PRATIC method Preparation Presentation: Preparation (p. 75-126) Session 5 Meeting the client Verbal, non-verbal and paraverbal communication Presentation: verbal, written, non-verbal, behavioural communication (p.469-531) Session 6 Needs analysis	

Presentation: the processes: the different phases, the funnel (p. 127-183) Session 7: Working on the case Presentation: the meeting place, spatial arrangements (p. 200-204) Session 8 : Dealing with objections Presentation : Strategies (p. 227-301) Session 9: Concluding Presentation: Techniques and tactics for concluding a negotiation (p. 301-444) Session 10: Negotiating as a team Presentation: negotiating in a crisis situation - the example of the EU's negotiation of the Post-Covid Recovery Plan Session 11 Negotiating in a multicultural context: the example of the negotiation of the European agreement on carbon neutrality Presentation: National and international negotiations (p. 531-569) Session 12: Creativity in negotiation Presentation: Creativity (pp. 599-627)
Recommended literature: « Entreprises et négociations » (Ed.ellipses), « Négociier » (Ed. Octopus), « Bien négociier » (Editions d'organisation), « La démarche NEGO+COMM » (Ed. Guilino), DVD « Négociier et conclure » (Ed. INSEP Consulting » « Entreprises et négociations » (Ed.ellipses), Entreprise et négociations, Caire Guy, Elias Sophie, Lakehal Mokhtar , 2007, ISBN : 9782729835620 « Négociier » (Ed. Octopus), Ann Jackman, 2005, ISBN 82012602878 « Bien négociier » (Editions d'organisation), Patrick Audebert, 2005 ISBN 978-2-7081-3270-2 « La démarche NEGO+COMM » (Ed. Guilino), Philippe Chassagne, 1998 ISBN-13]: [978-2842001001
Languages necessary to complete the course: French
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <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</i>

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: 109

A	ABS	B	C	D	E	FX	M
55,96	0,0	19,27	10,09	1,83	1,83	0,92	10,09

Lecturers: doc. Frédéric Delaneuville, Dr.

Last change: 10.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/312AM/21	Course title: Cloud Computing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Type of Activities: 2 hours lectures and 2 hours seminars Number of Hours: 4 hours per week Per Week; Per Level/Semester: Form of the Course: Full time / Combined Method During the semester midterm and/or final tests for 40 points. Score of 60 points will be given for the semester project and its presentation and oral examination. Scale of assessment (preliminary/final): 40/60	
Learning outcomes: By successfully completing this course, students will develop proficiency in cloud computing through the utilization of software resources offered by the Faculty of Management. This will enable them to cultivate a more comprehensive understanding of both the theoretical underpinnings and practical applications of cloud computing systems. The course is structured into four distinct phases, providing students with a well-rounded and progressive learning experience: Analytical Phase (2-4 weeks): During this initial phase, students will delve into the foundational concepts of cloud computing. They will critically analyze the key principles and components of cloud systems, setting the stage for more advanced exploration. Conceptual Phase (2-4 weeks): Building upon the analytical phase, students will transition to a conceptual phase where they deepen their understanding of cloud computing. They will explore conceptual frameworks, architecture, and models, gaining insight into how cloud systems are structured and function. Verification Phase (1-3 weeks): In the verification phase, students will engage in practical exercises and hands-on activities to validate their knowledge and skills. This phase provides an opportunity for students to apply what they've learned through real-world scenarios and technical tasks. Argumentative Phase (1-3 weeks): The final phase encourages students to engage in critical thinking and problem-solving within the context of cloud computing. They will analyze case studies, debate contemporary issues, and present arguments based on their acquired knowledge. Throughout these phases, students will not only acquire cloud computing skills but will also develop their analytical, conceptual, practical, and argumentative abilities. This holistic approach ensures	

that they are well-prepared to apply their knowledge effectively in the field of cloud computing and adapt to the ever-evolving technological landscape.

Class syllabus:

Week 1: Introduction to Cloud Computing
Week 2: Software as a Service (SaaS) Model
Week 3: Platform as a Service (PaaS) Model
Week 4: Infrastructure as a Service (IaaS) Model
Week 5: Public Clouds
Week 6: SLA (Service Level Agreement) Management
Week 7: License Terms of Leading Cloud Service Providers
Week 8: Private Clouds
Week 9: Hybrid Cloud Model
Week 10: Cloud Computing and Security
Week 11: Development of Applications in the Cloud
Week 12: Architecture of Cloud Systems
Week 13: Cloud and Regulation

Recommended literature:

- [1]. SILVERMAN, Ben a Michael SOLBERG, 2018. OpenStack for Architects: Design production-ready private cloud infrastructure, 2nd Edition. 2nd Revised edition edition. Birmingham: Packt Publishing. ISBN 978-1-78862-451-0.
[2]. THOMAS, Erl, Puttini RICARDO a Mahmood ZAIGHAM, 2013. Cloud Computing: Concepts, Technology & Architecture. 1st edition. B.m.: Pearson.
[3]. VACCA, John R., ed., 2020. Cloud Computing Security: Foundations and Challenges. 2nd edition. B.m.: CRC Press.

Languages necessary to complete the course:

English

Ethics:

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: 90							
A	ABS	B	C	D	E	FX	M
46,67	0,0	24,44	21,11	2,22	1,11	3,33	1,11
Lecturers: Mgr. Vincent Karovič, PhD.							
Last change: 13.09.2025							
Approved by:							

COURSE DESCRIPTION

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

the whole study group. The project defense usually may include a written and an oral checkout (theoretical and practical at the computer). Scale of assessment (preliminary/final): 60/40
Learning outcomes: Lectures: The knowledge of the presented topics and the related business value. Practical: The knowledge of Microsoft Office Suite, mainly MS Word and MS Outlook, and a basic overview of Microsoft products, such as SharePoint, Excel, PowerPoint, Project Server, MS Teams, is necessary to gain knowledge of computer technology and computer networks and professional management skills with computer work, learn to work with the mail communication tool MS Outlook and the text program MS Word, learn to create professional documents and use MS Outlook as a tool for "time management".
Class syllabus: Lectures: History of modern computing and generations of computers, hardware, computer architecture, computer characteristics affecting computer performance, computer networks, network topologies, network architecture, communication methods, standards and protocols, telecommunication and telephone, general data protection regulation, physical object security and computer security, cloud computing, Internet of Things, and other related information technology topics. Seminar (Practical): Topic 1: MS Outlook product. Practice working with different ways of displaying in individual Outlook modules and working with contacts. Receiving and sending emails. Topic 2: MS Word product. Gaining skills with working with the product. Topic 3: Acquiring Skills with the Home, Insert, and View tabs. Topic 4: The concept of paragraph, section and the use of section break. Topic 5: Acquiring skills with working on the Layout tab. Topic 6: Acquiring skills with working on the References tab. Topic 7: MS Word mass correspondence. Topic 8: Acquiring skills with working on the Review tab. Topic 9: MS Word developer. Topic 10: Acquiring additional knowledge about MS Outlook. Gaining skills in sorting e-mail and working with the Tasks, Calendar, Journal and Notes modules. Topic 11: MS Outlook and MS SharePoint products' details.
Recommended literature: [1.] Robert Furda, Michal Greguš: Computer Science for Managers, 1st edition, ISBN 978-80-223-4998-7, Comenius University, 2020 [2.] James A. O'Brien, George M. Marakas: Introduction to Information Systems, 15/e, ISBN 978-0-07-337677-6, McGraw-Hill, 2010 [3.] Kenneth Laudon, Jane Laudon: Essentials of MIS, 9th edition, ISBN-10: 0-13-611099-1, ISBN-13: 978-0-13-611099-6, Published by Prentice Hall, © 2011, http://www.pearsonhighered.com/laudon/ Language necessary to complete the course: English language Other recommended literature: • Libor Gála, Jan Pour, Prokop Toman, Podniková informatika, Počítačové aplikace v podnikové a mezipodnikové praxi, Grada Publishing, Praha 2005, ISBN 80-247-1278-4 • Eleonóra Beňová, Michal Greguš: Výpočtová technika II, Univerzita Komenského, Bratislava 2004, ISBN: 80-223-2002-1 • Eleonóra Beňová, Michal Greguš: Excel – Aplikačný softvér pre manažérov, vyd. Merkury sro., 2006, ISBN 978-80-89143-49-8

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

Languages necessary to complete the course:

English language

Ethics:

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: 497

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

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

Last change: 16.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/076B/11	Course title: Computer Science
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 3849							
A	ABS	B	C	D	E	FX	M
23,15	0,0	27,1	16,06	10,83	9,07	13,77	0,03
Lecturers: Mgr. Július Selecký, PhD., RNDr. Eva Kostrecová, PhD., Mgr. Eleonóra Beňová, PhD., RNDr. Zuzana Kovačičová, PhD., Mgr. Martin Krajčík, PhD., Ing. Pavol Gono, Ing. Bibiána Konáriková Mackovčinová, Mgr. Alžbeta Balcová							
Last change: 01.04.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/001AB/16	Course title: Controlling
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Requirements for completing the course: 60 % continuous evaluation: • tasks assigned during the semester - application of acquired theoretical knowledge of selected problems – 30 % • presentation and elaboration of financial interpretation (Report) – 30% • activity – 10% 40 % final evaluation - exam – regular term written form; retake written form The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): The proportion of continuous and final assessment is 60:40.	
Learning outcomes: The course is aimed at clarifying the nature of Controlling (Controllershship) theory and at methods and techniques applied in this area. The intention is to introduce a new concept for controlling philosophy and demonstrate its application, especially in the operational management of the company. In addition to the theoretical foundations the subject wants to offer the possibility of obtaining specific experience with the application of basic methods and techniques through practical examples. By completing the course, the student will acquire: - knowledge of basic terminology in the field of Controlling, - the necessary skills to analyze financial data, create reports, and support management in making well-informed decisions, - an overview of modern techniques used in Controllershship, - an understanding of how AI and digital platforms are reshaping Controlling.	
Class syllabus: 1. Control as management function, different views of control. 2. Roles and organizational aspects of Controlling. Strategic and Operational Controlling.	

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

Recommended literature:

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

Languages necessary to complete the course:

English language

Ethics:

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: 328

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

Lecturers: Mgr. Andrea Gažová, PhD.
Last change: 07.02.2026
Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/337B/18	Course title: Cybercriminality for Managers
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 17							
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: RNDr. Eva Kostrecová, PhD.							
Last change: 02.05.2025							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/337B/23	Course title: Cybercriminality for Managers
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 0							
A	ABS	B	C	D	E	FX	M
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: RNDr. Eva Kostrecová, PhD.							
Last change: 02.05.2025							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/372AB/21	Course title: Data Analysis for Management
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: - active participation during seminars in solving problems and assignments - elaboration and submission of assignments on time - delays will be penalized - preparation and submission of the final report on time - delays will be penalized Scale of assessment (preliminary/final): - 13% active participation in work at seminars- 60% work with data on assignments during the semester- 27% final report	
Learning outcomes: Business Data Scientist ● Analyzes data using various tools ● Solve problems by using modeling techniques ● Designs, builds and maintains data and analytical infrastructure ● Creates sophisticated analytical models ● Derives comprehensively acquired data outputs for client information and facilitation his business decision ● Skills: data extraction, data transformation, data retrieval, dynamic data analysis, machine learning, Big Data, SQL, R, Python and many more.	
Class syllabus: 1. What does the real database looks like and what does the stored real data look like? (Introduction to SQL structures. Basic commands (Select, Where, Order By, ...). Data types. Keys.) 2. How to extract the necessary data from the database for further analysis? (Join, Inner Join, Union, ...) 3. How to save hours with demanding databases when downloading and analyzing data via SQL? (Efficient code writing in SQL. Window Function.) 4. Summary of knowledge (Practicing previous tasks. Indexing.) 5. How to use R language, one of the most used languages by data analysts? (Introduction to R. Library Variables. Fields. Data Frames. Features. For cycle. If.) 6. How to perform an initial descriptive and exploratory analysis of the data set? (Basic statistical measures (mean, variance, quantiles). Graphs (histogram, boxplot).)	

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

Recommended literature:

Languages necessary to complete the course:

english

Ethics:

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: 162

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

Lecturers: Ing. Rastislav Kulhánek, PhD.

Last change: 15.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/003AB/25	Course title: Data Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Computer Science, Information Systems and Application Software, Project Management	
Course requirements: The schedule for the completion of each task is according to the updated syllabus of the course. Project – 60% • Analysis of the current state of the company (Selection of the company and analysis of business processes) – 10% • Design of the database system solution – 20% • Creation and presentation of the database system – 30% Exam (written test and/or oral exam) – 40% Scale of assessment (preliminary/final): During semester: Project 60%, Midterm or/and Final Exam 40%	
Learning outcomes: The aim of the course is to teach students the basic concepts and principles of relational database theory, the basics of modeling and creating database systems, and the principles of transactional systems. During the exercises, students will gain practical skills and experience in data processing, SQL language, and database systems such as desktop databases and SQL servers.	
Class syllabus: 1. Introduction to Database Theory: Database, Database System, DBMS, Relational Databases 2. Basics of Data Model Design: Conceptual Model, Logical Model, Physical Model 3. Principles of Data Handling: Relational Algebra, Queries 4. SQL 5. Database Normalization: Normal Forms – 1NF, 2NF, 3NF 6. Database System Design and Business Process Analysis: DFD – Data Flow Diagram, WFD – Workflow Diagram 7. Overview of Database and SQL Server Technologies: Principles of SQL Servers 8. OLTP and OLAP Databases 9. Data Warehouses and Data Mining	

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

Recommended literature:

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

Languages necessary to complete the course:

English

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 52

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

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

Last change: 16.09.2025

Approved by:

COURSE DESCRIPTION

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

- [1] BJERKE, B. About Entrepreneurship. Cheltenham: Edward Elgar, 2013. ISBN 978-1-78254-539-2. Available in the study room.
- [2] HISRIC, R.D., PETERS, M.P., SHEPHERD, D.A. Entrepreneurship. New York: McGraw-Hill, 2013. ISBN 978-007-132631-5. Available in the study room.
- [3] STOKES, D., WILSON, N. Small Business Management and Entrepreneurship. Cengage Learning EMEA, 2010. ISBN 978-1-4080-1799-9. Available in the library and study room.

Languages necessary to complete the course:

English

Ethics:

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: 308

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

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

Last change: 14.09.2025

Approved by:

COURSE DESCRIPTION

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

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

Languages necessary to complete the course:

English

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.* Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

Notes:

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

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

a disciplinary offence may lead to imposing some disciplinary precautions on the student: admonition, conditional suspension of studies or dismissal from studies.							
Past grade distribution Total number of evaluated students: 143							
A	ABS	B	C	D	E	FX	M
55,94	0,0	16,08	7,69	1,4	0,0	8,39	10,49
Lecturers: Mgr. Peter Marcin, PhD., doc. PhDr. Marian Holienka, PhD., Mgr. Miloš Mrva, PhD.							
Last change: 31.03.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/065AB/18	Course title: Development of Entrepreneurial Thinking
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Continuous evaluation will consist of nine parts (eight sub-assignments and one final assignment). The maximum points to achieve from the assignments is 100. The assignments are submitted electronically in MS Teams and shared and discussed on seminars with a teacher and peers. Active class participation is required to accomplish the course. 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): Continuous evaluation 100%.	
Learning outcomes: Development of personal initiative and entrepreneurial thinking of students. Developing abilities to identify problems in the world around. Developing an internal motivation to solve problems.	
Class syllabus: 1. Course introduction 2. Entrepreneurial thinking 3. Identification of own personal framework (network, abilities, passion) 4. How entrepreneurs think 5. Curiosity 6. Developing curiosity 7. Ability to observe and perceive relationships 8. Think like a traveler 9. Observation analysis 10. Identification of problems 11. Consultations 12. Final presentation	
Recommended literature: [1] Mikuš, J., & Rehák, J. The digital entrepreneur's handbook: From idea to execution. 2023. (1st ed.). Bratislava: Univerzita Komenského v Bratislave. ISBN 978-80-223-5745-6	

- [2] BARON, R. A., HMIELESKI, K. M. Essentials of Entrepreneurship: Changing the World, One Idea at a Time. 2nd edition. Cheltenham: Edward Elgar, 2018.
- [3] BJERKE, B. About Entrepreneurship. Cheltenham: Edward Elgar, 2013.
- [4] BAUM, J. R. et al., eds. The Psychology of Entrepreneurship. New York: Psychology Press, 2012.

Languages necessary to complete the course:

English

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 86

A	ABS	B	C	D	E	FX	M
55,81	0,0	24,42	9,3	2,33	2,33	5,81	0,0

Lecturers: Mgr. Juraj Mikuš, PhD., Ing. Martin Brecka

Last change: 09.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/010AM/16	Course title: E-business and E-marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 1. Students prepare a presentation on a topic from the field of e-business, e-marketing, or e-commerce. The presentation must not be an advertising or promotional presentation of a commercial product or company. Teams consist of 2–3 students. Topics are assigned by the lecturer or proposed by the team and approved in advance. Presentations are submitted electronically before the scheduled seminar and presented in class during the semester. The expected length of the presentation is approximately 20-25 minutes. 2. Each team develops a complete e-business project from scratch, covering all relevant and necessary parts. Programming skills are not required; students may use website builders (e.g., Wix.com) for study purposes. The final version of the website is presented during seminars at the end of the semester. 3. Teams present the progress of their website project during a midterm seminar. The presentation includes the concept, structure, and partial implementation of the website.	
Learning outcomes:	
Class syllabus: 1) Introduction to E-marketing What is e-marketing? New rules for the digital economy? E-marketing challenges and opportunities Comparing Web to other marketing channels 2) Internet User Characteristics and Behavior Customers in the 21st century Market segmentation E-marketing segments Consumer navigation behavior Country profiles Internet marketing research 3) Marketing Knowledge Marketing databases and data warehouses Data analysis and distribution Online privacy	

4) E-Marketing Strategies

B2C

B2B

B2B2C

G2B

5) Product and Pricing Online

Creating customer value online

E-marketing solutions based on new technology

Enablers, application service providers, VSPs (Vertical service providers)

Electronic data interchange,

Collaboration platforms,

E-learning

Multimedia, convergence

Branding strategies

Taxonomy for Internet products Is the Internet an efficient market?

E-business pricing models: segmented pricing, negotiation

Online pricing strategies

6) Distribution

Distribution functions

Distribution channels online

Disintermediation and Reintermediation

Length of distribution channels

Power relationships among channel players

E-commerce models

Content sponsorship

Direct selling

Intermediary models: the brokerage model, agent models, e-tailing Logistics

7) E-Marketing Communication

Integrated marketing communication online

IMC e-business models

Content publishing

Community building

Online advertising

Online sales promotions

Direct e-mail and viral marketing

The net as a medium, including measurement metrics

8) Customer Relationship Management

Building Customer Relationships

CRM Customization Tools: e-mail, Web site customization, Intranet, Extranet, data mining,

Real-time profiling, agents, Web log analysis, cookies, collaborative filtering

Building Partnerships through Community

Guarding customer privacy

9) The Internet Marketing Plan A Multistep E-Marketing Plan

The Venture Capital E-Marketing Plan

Conducting a situation analysis

Designing e-marketing mix strategies

Creating an action plan

Budgeting for e-marketing

Evaluating the plan

Selling the Plan 10) Leveraging Technology Product Technologies Building a Web Site: Multimedia, Database Marketing, Computer Viruses, Denial of Service Attacks Price Technologies: Shopping Agents Distribution Technologies: Bandwidth and Market Opportunities, Content Filtering, Transaction Security IMC Technologies: Site Rating Services, Proxy Servers and Cache, Leveraging Search Engines Work, Privacy, Log Files, and Cookies, Rotating and Targeted Ad, Banners Relationship Marketing Technologies 11) Applications: Success and failure? Amazon.com and B2C eBay and classified sales Yahoo E-trading 12) Online Ethics and Law Codes of Conduct Privacy: Background in Law and Ethics Privacy: Digital Concepts Copyright, Patent and Trademark Law Hyperlinks, Metatags, and Framing Cyber-Squatting, Domain Names and Site Development Issues Expression and Defamation Spam Jurisdiction and other pending problems
Recommended literature: 1. Kenneth Laudon, Carol Guercio Traver: E-Commerce 2013 Business, Technology, Society(9th Edition) , Prentice Hall; 9 edition, 2013, ISBN-10: 0273-77935-4 2. Fellenstein, C., Wood, R.: Exploring E-commerce, Global E-business, and Esocieties, Prentice Hall PTR, 2000 3. Turban E., Leidner D., McLean E., Wetherbe J., Information Technology for Management: Transforming Organizations in the Digital Economy, 5th Edition, Wiley, New York 2006. ISBN: 978-0-471-70522-2 4. Knight P., Vysoce efektivní marketingový plán, Grada, Praha 2007, ISBN 97880-247-1999-3 5. Kotler, P., Kartajaya, H., Setiawan, I. – Marketing 5.0: Technology for Humanity, Wiley, 2021. ISBN 1119668514 6. Suarker, S. P. – E-Commerce Business: The Essential Guide to E-Commerce Success. Zen Mastery, 2020. ISBN 6069836162
Languages necessary to complete the course: english
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

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Notes:

Past grade distribution

Total number of evaluated students: 463

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

Lecturers: Mgr. Eva Poráziková, PhD.

Last change: 17.09.2025

Approved by:

COURSE DESCRIPTION

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

- defining the objectives of a joint project 3. Self-management in entrepreneurship - key issues and principles of self-management - basics of communication - basics of conflict management. 4. Empathy in entrepreneurship - critical issues of empathy - principals of cognitive empathy - correct interpretation of connections between other people or business processes. 5. Relationship management in entrepreneurship - building effective communications in teams - emotional leadership. 6. Intergenerational interaction between entrepreneurs - new opportunities for intergenerational entrepreneurship - emotional intelligence as an accelerator of knowledge and experience exchange.
Recommended literature: [1] BAR-ON, R. Emotional and social intelligence: Insights from the Emotional Quotient Inventory. In: BAR-ON, R., PARKER, J. D. A., eds. Handbook of emotional intelligence. San Francisco: Jossey-Bass, 2000, pp. 363-388. ISBN 0787949841. [2] MAUER, J. D., SALOVEY, P. What is emotional intelligence? In: SALOVEY, P., SLUYTER, D. J., eds. Emotional development and emotional intelligence: Educational Implications. New York: Basic Books, 1997, pp. 3-31. ISBN 9780465095872. [3] GOLEMAN, D. Emotional intelligence. New York: Bantam Books, 1995. ISBN 055309503X. [4] FEDOROVA, Y. Emotional intelligence in business: tools and methods of development. In: Adaptive management: theory and practice. Series Economics. 2019, 6(12), ISSN 2707-0654. (In Ukrainian). Available at: https://doi.org/10.33296/2707-0654-6(12)-01 [5] FEDOROVA Y. Emotional capital of the manager as a source of income of the enterprise. In: Scientific view: economics and management. 2020, 2(68), pp.164-170. (In Ukrainian). Available at: http://scientificview.umsf.in.ua/archive/2020/2_68_2020/31.pdf [6] LUTSENKO, O., FEDOROVA, Y., TSOKOTA, V. R. Emotional intelligence as a general personality self-regulation resource – design of a new test “Emotional Intelligence in Business”. In: Proceedings on problems of personal resources in educational and professional activities. Kharkiv, Ukraine: FOP Brovin O.V., 2021, pp. 51-55. ISBN 978-617-8009-17-5. Available at: http://dspace.univer.kharkov.ua/handle/123456789/16260 [7] FEDOROVA Y. Development of Emotional Intelligence of Teachers in the Process of Studying English. In: Adaptive Management: Theory and Practice. Series Pedagogy. 2019, 7(13). ISSN 2707-0255. Available at: https://doi.org/10.33296/2707-0255-7(13)-10 [8] The other relevant materials will be distributed during course.
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each</i>

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

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

Notes:

Past grade distribution

Total number of evaluated students: 79

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

Lecturers: Mgr. Yuliia Fedorova, PhD.

Last change: 14.01.2023

Approved by:

COURSE DESCRIPTION

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

Lowe, S.: Telephoning. Klett 2017. Murphy, R.: English Grammar in Use for intermediate learners, fourth edition. CUP 2012. Oxford Business English Dictionary. OUP 2008.																							
Languages necessary to complete the course: English on level B2																							
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <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: 455 <table border="1"> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th><th>M</th></tr> <tr> <td>15,16</td><td>0,0</td><td>26,37</td><td>18,24</td><td>13,41</td><td>12,97</td><td>13,85</td><td>0,0</td></tr> </table>								A	ABS	B	C	D	E	FX	M	15,16	0,0	26,37	18,24	13,41	12,97	13,85	0,0
A	ABS	B	C	D	E	FX	M																
15,16	0,0	26,37	18,24	13,41	12,97	13,85	0,0																
Lecturers: Mgr. Lenka Procházková, PhD., Mgr. Alexandra Mittelman, PhD., MBA, PaedDr. Jarmila Brtková, PhD., Mgr. Ľudmila Žalkovičová, PhDr. Roman Kečka, PhD.																							
Last change: 13.09.2024																							
Approved by:																							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/007AB/16	Course title: English for Managers II
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 2	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: English for managers I	
Course requirements: 12 % for active participation in class, 8 % for two online grammar tasks, 15 % for negotiating, 15 % for mid-term test, and 50 % for final test taken at the end of the semester while the minimum to pass the test is 21 points. Scale of assessment (preliminary/final): 50/50	
Learning outcomes: By completing the course the student will acquire vocabulary from the field of economics, international trade, banking, accounting, stock exchange and insurance. He/she will learn terminology and phrases from negotiating, and will be able to use them while negotiating with other students in class. He/she can write a professional report.	
Class syllabus: Brief outline of the course: Topics: • Global economy in 21st century • International trade: export, import, incoterms • Banking • Company finances • Accounting • Stock exchange, shares and bonds • Insurance • Meetings Managerial skill: negotiating Grammar: Countable and uncountable nouns, verbs “do“ and “make“, conditionals, contrasts, relative clauses.	
Recommended literature: Internal material distributed at the beginning of semester.	

Ian MacKenzie: English for Business Studies. Third Edition. CUP 2010. Emmerson, P.: Business Builder. Modules 7, 8, and 9. MacMillan 2009. Mascull, B.: Business Vocabulary in Use. Third edition. CUP 2017 McCarthy, M. et al. Grammar for Business. CUP 2009. Law, J.: Dictionary of Finance and Banking. OUP, 2018. Doplnit': MacKenzie, I.: Professional English in Use: Finance. CUP 2006.							
Languages necessary to complete the course: English on level B2							
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <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: 305							
A	ABS	B	C	D	E	FX	M
11,15	0,0	21,31	23,61	17,05	10,49	16,07	0,33
Lecturers: Mgr. Lenka Procházková, PhD., Mgr. Alexandra Mittelman, PhD., MBA, PaedDr. Jarmila Brtková, PhD., PhDr. Roman Kečka, PhD.							
Last change: 20.01.2025							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/072B/21	Course title: Entrepreneurship in France (FL)
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Course Objectives: Several teaching chapters related to the field of entrepreneurship aim to develop knowledge and understanding of businesses, which are currently undergoing transformation due to a large number of factors related to technological progress, as well as environmental policy and the pandemic, which have and will have both a cyclical and structural impact on the economy of tomorrow. This course will provide a better understanding of the profile of the entrepreneur in the context of the Industrial Revolution 4.0, and examine the essential skills and qualities of a founder in order to optimize the chances of their project's sustainability. This course should allow students to better understand the business world by putting themselves in the shoes of a business founder. Students will be required to present a project, and the assessment will take into account the project's originality, feasibility, choice of the relevant sector, consistency with the current economic situation, and the student's ability to convince. This business creation project will take into consideration all the steps that allow you to launch your activity, namely finding the idea, doing introspection work on your personal project, market research, financial forecasts, finding financing, finding out about existing aid, choosing the most appropriate status, clearly defining the creation formalities or even looking at the best location or catchment area to set up your business and of course making forecasts for the first months of the activity. On this ambitious project, students will work in small groups of two or three students maximum in order to be able to share the tasks. Students will be regularly assessed in the form of continuous assessment as their project progresses. They will have to take into consideration the elements learned in class to be able to finalize their project and submit it orally to a jury composed of several people with recognized expertise in the field of business and business management. Scale of assessment (preliminary/final): Taking into account the concepts learned, students will be asked to present their project, and the evaluation will depend on its originality, feasibility, choice of sector, consistency with the current economic situation, and ability to convince. Students will be able to work in small groups and will be assessed through continuous assessment on the progress of their project. The final evaluation will be written, with the completion of a business creation proposal, and oral, with the defense of this project before a jury. This evaluation complies with the University's academic regulations and individual classification levels. Grading scales	

are assigned based on the applied points system. A minimum of 91 is required to obtain a grade of A. A minimum of 81 percent is required to obtain a grade of B. A minimum of 73 percent is required to obtain a grade of D, a minimum of 66 percent is required to obtain a grade of D, and a minimum of 60 percent is required to obtain a grade of E. Credits will not be awarded to students who earn less than 60 percent.

Learning outcomes:

- The student will need to think hard to define a realistic idea, understand the sector and the rules of the game, and conduct a skills assessment to help a business creation project mature. Finding an idea can involve many steps, such as: identifying your talent, using your critical thinking skills, being curious, observing concepts that work abroad, identifying what complicates our lives, investigating the needs of our loved ones, observing companies launching new concepts or products, reinventing a traditional profession through the web, identifying well-located commercial premises, taking advantage of existing franchise networks, taking over a business in an already structured environment, exploring crowdfunding platforms, and participating in startup weekends.
- Assess your skills and talents, but also be able to identify the constraints related to the project and its personal dimensions. It is therefore important to carefully consider the real motivations that drive you toward this project choice and to clearly define and list the constraints specific to the student's personality, skills, experience, and potential.
- After having defined your idea precisely and in writing, you can identify and analyze the various constraints inherent to the student's project. The concept of a constraint is associated with a certain requirement, for example, in terms of qualifications or training, or a vulnerability such as a lack of qualified personnel, or a latent danger such as the risk of data hacking, or a real factor of failure such as a rapidly growing working capital requirement (WCR).
- After analyzing the market constraints and the market itself, and after verifying the consistency of your project with your own constraints and personal strengths, the student must ensure its commercial feasibility by conducting market research.
- This step is fundamental for any business leader. • It allows for a better understanding of major trends and market players
- It allows for a determination of the appropriateness of launching a business
- It allows for the gathering of sufficient information that will allow the student entrepreneur to establish revenue assumptions
- It allows the student entrepreneur to determine the best strategy, and therefore make the best business choices
- It allows for the establishment of the "product/service," "pricing," "distribution," and "communication" policies
- It allows the student entrepreneur to provide concrete elements that will be used to establish a forecast budget.

Class syllabus:

- The profile of a business founder
- Starting or taking over a business
- Identifying an opportunity
- New ideas and trends
- Protecting your idea
- The innovative idea
- Creating a startup
- Franchising
- List of craft and liberal professions
- Which sectors are undergoing change? Global Risk Horizon 2021, World Economic Forum

- Covid-19, what are the promising sectors for tomorrow's business?
- The technology sector and new consumer needs
- E-commerce and essential products
- Green business, a thriving sector
- The meteoric rise of the cleaning and sanitation business
- The Silver Generation market and the fight against isolation
- Meals delivered to your door and the digitalization of the supply chain, one of the consequences of the pandemic
- Large enterprises or SMEs in Europe: Horizon Europe. SMEs as the driving force of the European economy
- Remote working, a new way of working that has accelerated with the pandemic.
- Take stock of your skills and talents
- Soft skills
- Business skills
- Personal skills
- Technical skills
- Social skills
- Organizational skills
- IT skills
- Language skills
- Manual skills
- Data and information skills
- Leadership skills
- Interpersonal skills
- Creative skills/artistic talents
- Communication skills
- Analyze project-related constraints
- Product or service-specific constraints
- Market-related constraints
- Legal constraints
- Resource constraints
- Questions to ask when analyzing the market
- General market analysis: Key figures, market trends, market segmentation, market access conditions and various legislative factors, and potential regulatory changes. • Market development trends
- Marketing, societal, and technological trends in this market
- Market innovations and technological factors
- The political environment that can influence the market
- Economic factors that can influence the market
- Financial elements of the market
- Customers: the usual distribution method for this market's offerings, customer profile, customer behavior, number of customers, average basket size, customer influence
- The main market players (competitors): who are they? What is their offering? What is their positioning? What is their development strategy? Who are the possible future entrants? Is this a threat? How might they react to your market entry? How are these players organized? What are they doing that is particularly effective? Is the cost of switching suppliers high or low for customers?
- Know how to prioritize information and use all analyses to support the company's strategy. • The SWOP (Strengths, Weaknesses, Opportunities, Threats) method
- Information needed to conduct market research

- How to conduct market research
- Know how to determine your strategy
- Set revenue assumptions
- Make the best choices to achieve your objectives
- Obtain the most coherent marketing mix possible
- Pricing strategies: the 4Ps and the 4Cs
- Provide concrete elements that will be used to establish the forecast budget

Recommended literature:

- Pascale Lepers, Pro en création d'entreprise, 2021, Editions Vuibert. ISBN 2311625144
- <https://bpiFrance.fr> (site officiel national de BPI France). BPI/APCE, créer une entreprise sur Internet, 2011, collection Guide métier. ISBN 978-2-212-55187-7
- Les Cadres et la création d'entreprise APEC/BPI, Editions APEC, ISBN 978-2-7336-0107-5
- Faire son business plan : <https://bpiFrance-creation.fr/encyclopedie/previsions-financieres-business-plan/business-plan/faire-son-business-plan>
- Faire son business plan en ligne : <https://bpiFrance-creation.fr/entrepreneur/creer-compte>
- Modèle de business plan : <https://bpiFrance-creation.fr/moment-de-vie/business-model-business-plan-quelle-difference>
- <https://www.adie.org/mes-qualites-dentrepreneur/>
- <https://www.lecoindesentrepreneurs.fr/budget-previsionnel-creation-dentreprise/>
- Frédéric Mazzela, 2022. Mission BlaBlaCar
- <https://www.macreationentreprise.fr/livre-creation-d-entreprise/>
- Robert Pain, 2017. Création d'entreprise : De l'idée au business plan, Editions Dunod.
- Adrien Tsagliotis, 2017. Start-up Attitude, Editions Dunod.
- Alain Bosetti, Mark Lahore, Editions Dunod, 2016. Je réussis grâce à mon réseau.
- Frédérique Clavel, Sophie Meurisse. Entrepreneuse, pourquoi pas vous ?, Editions Eyrolles, 2017.
- Eric Ries. The Lean Startup, Editions Pearson, 2012

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:

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

Past grade distribution

Total number of evaluated students: 55

A	ABS	B	C	D	E	FX	M
32,73	0,0	25,45	7,27	0,0	0,0	0,0	34,55

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

Last change: 07.04.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/105AB/16	Course title: Ethical and Legal Aspects of Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: In the seminars will be solved various types of discussion questions and case studies. Specific tasks will be distributed to students through team and/or directly at the seminars. A lecturer at the end of the seminar can randomly select at least two groups for presentation solutions. Other entries assess subsequently forwarded to the writing of a study carried out directly in the seminar and credit points in the evaluation of the student. Students can work in groups, max. 2-3 members per group. For each assignment may receive a maximum of 5 points. During the semester, will be addressed 8 such requests. The maximum number of points that a student can obtain in the mid-term evaluation is therefore 40 points/per cent during the trial period, the student can acquire the remaining 60 points/per cent for passing a written examination in the form of open-ended questions (4 questions), each for 15 points/per cent. To obtain an A rating, it is necessary to obtain at least 91 points to obtain a B rating of at least 81 points, a C rating of at least 73 points, a D score of at least 66 points and an E score of at least 60 points. Credits will not be awarded to a student who obtains less than 10 points in a written exam. Scale of assessment (preliminary/final): 40:60	
Learning outcomes: Learning outcomes of the course are in the form that the student will acquire a comprehensive knowledge based on specific of modern marketing and marketing management, in concrete the application of ethical principles and modern sub-deliveries of law, marketing law.	
Class syllabus: 1. Introduction to marketing ethics. 2. Criticisms of marketing. 3. Contrasting perspectives of marketing. 4. Ethical issues in marketing relationships. 5. Ethics in new media. 6. Ethical consumption. 7. Marketing to young and vulnerable consumer groups. 8. Promotion of harmful products. 9. Ethics in social marketing.	

10. Legislation, regulation and ethics.

Recommended literature:

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

Languages necessary to complete the course:

English Language

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.* Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, *a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written*

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

Notes:

Past grade distribution

Total number of evaluated students: 218

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

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

Last change: 16.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/316M/21	Course title: European Business Law (FL)
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: European Business Law (FL)	
Course requirements: During the semester there will be a continuous written exam for 20 points, a final written exam for 60 points and each student will have a presentation for 20 points. To obtain an A grade, you must obtain at least 91 points, obtain a B grade of at least 81 points, a C grade of at least 73 points, a D grade of at least 66 points and an E grade of at least 60 points. Scale of assessment (preliminary/final): 40%/60%	
Learning outcomes: The course is introduced on the basis of the European Jean Monnet program and builds on the Lisbon Europe 2020 strategy. It is taught in French in order to develop professional language skills at European level. The student will acquire the basics of European business and business law in the European Economic Area. The student should be able to understand the basic conditions for doing business in some EU Member States and should understand the importance of correct implementation of EU law in economic practice.	
Class syllabus: 1. Basic terms and definitions of European commercial law 2. History and development of European commercial law 3. Sources of European commercial law 4. Free movement of goods 5. Free movement of persons 6. EU company law 7. Development of investment relationships (investment conditions) 8. Market economy and competition rules 9. State aid 10. Case studies	
Recommended literature: Treaty on the European Union https://eur-lex.europa.eu	

Treaty on the Functioning of the European Union <https://eur-lex.europa.eu>
 Relevant secondary legislation EU
 C. Barbato, Y. Petit, L'Union européenne, Fédération plurinationale en devenir ?, Coll. « Colloques – Droit de l'Union européenne », Bruylant, 2015
 C. Blumann (dir.), B. Bertrand, L. Grard, F. Leneuf-Peraldi, Y. Petit, C. Soulard, Libre circulation des marchandises, Commentaire J. Mégret, 3e éd., Editions de l'Université de Bruxelles, 2015

Languages necessary to complete the course:

French

Ethics:

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

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Notes:

x

Past grade distribution

Total number of evaluated students: 64

A	ABS	B	C	D	E	FX	M
54,69	0,0	25,0	6,25	6,25	0,0	0,0	7,81

Lecturers: doc. Frédéric Delaneuville, Dr., Mgr. Alexandra Sekáčová

Last change: 10.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/193AJM/12	Course title: European Integration
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: - Small-group (3-5 students) semester project on selected issues of the EU/CM - Semester test - Presentation of the semester project and discussion/debate on selected issues	
Learning outcomes:	
Class syllabus: Introduction to international economic relations (IER) and regional integration (RI) - Brief history of the development in the IER - Main factors of the contemporary IER – globalization, international regional economic integration (IREI), international trade, FDI, international organizations, NGOs, etc. - Declining role of national states/governments in the IER - The role of the United Nations and its specialized agencies in the IER - Regional aspects of the UN role in the IER and technical and financial assistance to developing countries - Other important international organizations regarding IER (OECD, WTO, etc.) and their role in the IER - Institutionalization of the IREI and its role in IER – the model role of the EU institutions - “Free trade” as the basics of the IER and IREI - FDI as an important factor for the development of IER and IREI especially for developing and transitional countries - IREI and its role in the IER and regarding ongoing globalization (main building block and/or hurdle) - IREI as the dominant feature and development trend in the contemporary IER - Main stages of the IREI - Types and specifics of the IREI - Basic terms and forms of the IREI - The EU as a prototype of the IREI - Brief history of the EU and its effects on the development of the IREI and IER	

- The EU and its three pillars as new approach to the IREI and IER
- The EU's community legislation and its effects on the IREI and IER
- The EU institutions and their functions
- The EU and its assistance to the developing world (ACP countries, etc.)
- IREI, IER and EU in the world
- Common international policies as a new important factor and development trend in the IREI and the IER
- Common international policies in trade and customs
- Common international policy in regional development
- Common international policies in agriculture - CAP
- Common international budgetary, financial and monetary policies, Euro
- Common international commercial policy and EU internal market
- The role of Common foreign and security policy in support of the IREI and IER
- Current EU development trends and problems – Eurozone, Grexit, Brexit, Illegal Refugees and Schengen, etc.
- Slovakia and its place in the ongoing globalization, IREI and IER

Recommended literature:

- 1) Craig, P., De Burca, G.: EU LAW, Text, Cases and Materials, Third Edition, Oxford, UK 2003, pp. 1-176
- 2) Soltes, D.: Global trends in FDI and regional integration, KEPS Bratislava 2004, pp. 33-113, 151-281
- 3) Lecture Notes
- 4) web site: <http://europa.eu.int> , <http://www.un.org>, <http://www.oecd.org>, etc.

Languages necessary to complete the course:

English

Ethics:

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

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

Notes:

Past grade distribution							
Total number of evaluated students: 418							
A	ABS	B	C	D	E	FX	M
54,55	0,0	30,38	10,77	2,63	0,72	0,96	0,0
Lecturers: doc. PhDr. Marian Šuplata, PhD.							
Last change: 11.09.2025							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/278M/21	Course title: European Integration (FL)
Educational activities: Type of activities: lecture Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: French language level B1 / legal and economic vocabulary	
Course requirements: Active participation in the course, presentation, final exam Scale of assessment (preliminary/final): 40%/60%	
Learning outcomes: Knowledge of the main steps and processes of European integration	
Class syllabus: Session 1 The European Union: why? Choice of presentations Session 2 The history of European construction "From the European communities of 6 to the European Union of 27" Presentation: Slovakia's integration into the EU Session 3 The legal nature of the EU The Costa / ENEL case Presentation: "Structure of intergovernmental or supranational cooperation: the true nature of the EU" Session 4 The institutions of the European Union: the committee Presentation: The Commission and EU Foreign Policy Session 5 The institutions of the European Union: the European Council and the Council Presentation: Are the European Council and the Council the most powerful institutions in the EU? Session 6 The institutions of the European Union: the parliament	

Presentation: The evolving role of the European Parliament since its inception. Session 7 Legal sources of EU law Presentation: the place of European law in the hierarchy of French and Slovak standards Session 8 The Council of Europe Presentation: Multi-governance, subsidiarity and Europe of the regions Session 9 The protection of fundamental rights within the EU Presentation: The EU Charter of Fundamental Rights and the European Convention on Human Rights. Session 10 Economic and Monetary Union and the Euro Presentation: the role of the European central bank and central banks in the euro zone Session 11 The EU budget Presentation: Regional policy and structural funds Session 12 The challenges of European construction
Recommended literature: [1] Badie, B. (1999). Un monde sans souveraineté. Les Etats entre ruse et responsabilité. In: Politique étrangère, n°2 - 1999 - 64^{ème} année. pp. 410-411. [2] Bafoil, F. (2006). Europe centrale et orientale. Mondialisation européenne et changement social. Paris, Presses de Sciences Po. [3] Bodin, J. (1576) « La république » [4] Chevallier, J. (2008). L'Etat post-moderne, Collection droit et société, 3^{ème} Edition, Paris, LGDJ. [5] Delmas-Marty, M. (2007). Les forces imaginantes du droit, vol. III. La refondation des pouvoirs, Etudes juridiques comparatives et internationalisation du droit. Editions du Seuil, janvier 2007. [6] Fareed, Z. (1998). De la démocratie illibérale, Le Débat, vol. 99, no. 2, 1998, pp. 17-26. [7] Herrera, C. M. (2005). Un juriste aux prises du social. Sur le projet de Georges Scelle, Revue Française d'Histoire des Idées Politiques, p. 113-137. Disponible sur: https://www.cairn-int.info/revue-francaise-d-histoire-des-idees-politiques1-2005-1-page-113.htm. [8] Scelle, G. (1932). Précis de Droit des Gens. Principes et Systématique. Première Partie. Introduction, Le Milieu Inter social. Paris, Recueil Sirey.
Languages necessary to complete the course: French
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <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, *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: 49

A	ABS	B	C	D	E	FX	M
51,02	0,0	24,49	6,12	6,12	0,0	4,08	8,16

Lecturers: doc. Frédéric Delaneuville, Dr.

Last change: 10.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/151AM/22	Course title: European Law for Managers
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Type, volume, methods and workload of the student - additional information The subject will take place mainly in the form of seminars, the content of which will be the presentation of the topic of the given seminar by the teacher and subsequent work with the given topic in a practical form. This activity mainly includes interaction with students, asking practical questions, efforts to improve logical thinking and create the student's ability to and understanding of the Law on the Functioning of the European Union, the secondary law of the European Union which regulates economic and social relations uniformly within all member states of the European Union, acquired knowledge about the implementation of European Union law into the national legal order, understanding how the regulations arising from the administrative law do not concern companies or the operation of state and public bodies, gaining knowledge about how to defend oneself in the event that a member state transposes or implements European Union law in an incorrect way, acquiring knowledge about how to claim responsibility for damage caused to a company or other organization in case of incorrectly implemented or transposed European Union law.	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: The content of the subject is lectures and seminars related to the basic principles of the functioning of the European Union, the founding treaties of the European Union, the emergence of secondary law of the European Union, which directly affects and regulates entities such as companies or other organizations, familiarization with the structure of secondary law for the European Union, familiarization with the most important jurisprudence of the Court of Justice of the European Union, which complements the interpretation and implementation of European Union law in the member states, work with the most important regulations and directives of the European Union, which mostly concern business and management, protection against improperly transformed or implemented European Union law by the state .	
Course requirements: Absences: - 2 absences without the obligation to excuse the student's non-participation in the seminar - the student's non-participation in the seminar, where the interim or final assessment takes place, must be excused before the start of the seminar, with a medical certificate. Failure to comply with this condition results in the award of 0% of the given interim assessment.	

Completion of the course: - active interaction with the topic of the given seminar - disruption of teaching after the second formal warning causes the loss of the student's ability to complete the course. Scale of assessment (preliminary/final): Interim assessment:- 10% mid-term test- 10% presentation of the seminar work- 20% assessment of seminar workFinal rating:- 40% oral exam
Learning outcomes: By completing the course, the student will gain the prerequisites for understanding the functioning of the European Union, its individual bodies, including bodies that contribute to the regulation of legal relations regarding businesses and organizations, an understanding of the functioning of the Court of Justice of the European Union and the hierarchy of administration, especially national or union , which influences and regulates legal relations within the European Union and its member states, as well as acquiring important knowledge for the implementation of European regulations in the functioning of companies or other organizations. The student will also gain basic knowledge about how to protect himself against incorrectly implemented or transposed European Union law, which can fundamentally affect the company or organization in which he will work.
Class syllabus: 1. Introduction to the history and establishment of the European Union 2. Bodies of the European Union and their competences 3. Basic legal regulations of the European Union and the hierarchy of legal regulations 4. Defining the basic terms related to the implementation of European Union law 5. Operation of the Court of Justice of the European Union as a body interpreting and supplementing the law of the European Union 6. Secondary law of the European Union and defining the nature and effects of individual types of secondary law 7. Protection against incorrectly transposed or implemented rights of the European Union 8. The most important decisions of the Court of Justice of the European Union and the impact on the practice and functioning of the organization.
Recommended literature: European law, European Law , ISBN 8088931541, 2006, p. 144, Entrepreneur's adviser
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <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</i>

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

Notes:

Past grade distribution

Total number of evaluated students: 21

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

Lecturers: JUDr. Filip Petrinec, PhD.

Last change: 09.02.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/275AM/21	Course title: Financial Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: It is expected that students will be comfortable with the following topics: Capital asset pricing model (CAPM), calculation of present and future value, bond valuation, Security market line (SML) theory, financial analysis, comparative and trend analysis, Dividend discount model (DDM), Weighted average cost of capital (WACC) and evaluation of capital investments (NPV, IRR, MIRR, PP) and basic understanding to theory of Capital structures.	
Course requirements: Participation in seminars, individual student work during the semester, active monitoring of developments in selected financial markets, continuous testing, final test. The mid-term evaluation at the seminars consists of the following parts: - elaboration of homework assignments during the semester (MAX 15%), - participation in seminars and activity during the semester (MAX 5%), - midterm (MAX 30%). Final evaluation: - final written test (MAX 50%). The condition for completing the course is to obtain at least 60% of the total evaluation. The condition for completing the seminars is to obtain at least 25% of the evaluation seminars. Scale of assessment (preliminary/final): 15%, 5%, 30% / 50%	
Learning outcomes: This is an advanced course in financial management. The course deepens knowledge of the basics of financial management. It emphasizes the role of the financial manager in deciding on the creation of the optimal capital structure of the company, the profitability and risk in capital budgeting, selected problems of management and control of individual sources of long-term financing, short-term financing or current assets management. Other course objectives are: Develop an understanding of the tools that are used to analyze firm's risk and how to calculate and determine fundamental value of a company.	

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

Class syllabus:

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

Recommended literature:

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

Languages necessary to complete the course:

Slovak, English

Ethics:

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

Notes:

Textbook (recommended literature 2.) is available at the FMUK Library. This textbook should be used as main reading. The main textbook is also available for purchase online at Amazon.com. The relevant chapters are indicated in the class syllabus. There will be several case studies for the course provided in MS Excel form. They will be available for download from faculty's MS Teams cloud solution. The cases are intended to help students understand the course material and prepare them for the exam and real world of finance. The solutions for the case study will be discussed in class.

Past grade distribution

Total number of evaluated students: 385

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

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

Last change: 09.02.2026

Approved by:

COURSE DESCRIPTION

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

When the exam test is closed, the signed handwritten solution will be photographed or scanned together with student card (ISIC) and putted into the Moodle system. The student is obliged to have ensured a functioning internet connection during the exam tests. Scale of assessment (preliminary/final): 40/60
Learning outcomes: The subject is a natural extension of Mathematics 1 and Mathematics 2. Students will receive an information about a dynamical analysis of economy, together with an analysis of financial mechanisms and pricing. Students, who pass the subject, will be able to solve various problems from an economy and a financial management.
Class syllabus: I. Dynamical analysis of an equilibrium. Applications of definite integrals in the economy. Marginal and total functions, current value of income streams. Domar's model of the growth of an economy. Modelling of economic evolution processes using differential equations with one and two-dimensional phase spaces. Dynamics of market prices. Linearization of nonlinear differential equations. IS - LM model. II. Mathematical methods of valuation of financial derivatives. Modeling of stock price development, discrete and continuous model. Valuation of options. Sensitivity analysis of option value. Option strategies.
Recommended literature: 1. Chiang, A.C.: Fundamentals Methods of Mathematical Economics. McGraw-Hill International Editions., Singapore , 1984 2. Bradfield, J.: Introduction to the Economics of Financial Markets. Oxford University Press. 2007 3. Werner, F. – Sotskov, Y. N.: Mathematics of Economics and Business 4. Shone, R: An Introduction to Economic Dynamics. Cambrige University Press, 2003 5. Shone, R: Economic Dynamics. Phase Diagrams and Their Economic Application. Cambrige University Press, 2003
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <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</i>

during preparation for it within the subject. Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Notes:

Past grade distribution

Total number of evaluated students: 119

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

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

Last change: 01.06.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/176B/21	Course title: French Business Law (FL)
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: French language B1	
Course requirements: Active participation, presentation, exams Scale of assessment (preliminary/final): 60/40	
Learning outcomes: Aim of the Course: The subject provides the student with the terminological and conceptual apparatus of law language and fundamentals of French Business law. It helps the student to find one's bearings in the common law situations and to familiarize with written and oral law communication.	
Class syllabus: Chapter 1 Definition of business law Chapter 2 The sources of business law in France Chapter 3 Alternative dispute resolution methods Chapter 4 Traders Chapter 5 Craftsmen, farmers and the liberal professions Chapter 6 Ownership Chapter 7 Formation of the contract Chapter 8 Performance of the contract Chapter 9 The different types of contract Chapter 10 Consumer protection Chapter 11 Civil liability Chapter 12 Criminal liability	
Recommended literature: Frédéric Delaneuville, DROIT FRANÇAIS DES AFFAIRES, Wolters Kluwer, Prague, Czech Republic 2021	
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:

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: 74

A	ABS	B	C	D	E	FX	M
43,24	0,0	20,27	6,76	2,7	1,35	1,35	24,32

Lecturers: doc. Frédéric Delaneuville, Dr.

Last change: 28.02.2025
Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/068B/21	Course title: Fundamentals of Entrepreneurship for Non-Management Fields of Study
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1., 3., 5.	
Educational level: I.	
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: 417							
A	ABS	B	C	D	E	FX	M
62,11	0,0	18,71	7,43	4,08	6,0	1,2	0,48
Lecturers: Mgr. Peter Marcin, PhD.							
Last change: 18.09.2023							
Approved by:							

COURSE DESCRIPTION

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

Scale of assessment (preliminary/final): 60/40
Learning outcomes: Lectures: The knowledge of the presented topics and the related business value, an in-depth insight how the business firms use information systems and application software, point out the key issues and problems which the users and managers face when developing and implementing an information system. Practical: The knowledge of Microsoft Office Suite, mainly MS Excel, and use the tool for solving different problems of managerial practice, financial and analytical tasks, statistical data processing, for example, for marketing research and everyday practical problems which managers encounter in finance, too.
Class syllabus: Lectures: 1. Basic concept. Components and functions of information systems, managerial and strategic roles of information systems. Other behavioral, managerial and technical concepts are presented. 2. Technology. Major trends and implications for management in relation to computer hardware, software, database management, and telecommunications technologies. 3. Application. How the information technologies are used in modern information systems to support collaboration among (end) users, in business, in managerial decision-making and in attaining strategic advantage. 4. Development. Development of information systems for business with different approaches to software development and implementation of changes using information technologies. 5. Management. Challenges set by information and communication technologies and management of information systems, technologies, activities and resources, including information, global IT management, security and ethical challenges. Seminar (Practicals): 1. Intro to MS Excel, absolute and relative addresses, lists, etc. 2. Increasing the productivity of data processing with MS Excel basic tools. 3. Graphs, charts, histograms, ... 4. Export / import of data, preparing the data for processing, working with different data formats. 5. Formulas (AutoSum, arithmetic operators, cell values), use of absolute and relative addressing in formulas, use of functions. 6. Important functions: SUMIF, SUBTOTAL, SEARCH, FIND, INDEX, ADDRESS, INDIRECT, COUNTIF, LOOKUP, ROW, COLUMN, LEN, DATE, DATEVALUE, and others. Matrices and matrix formulas. 7. Financial functions and formulas (PV, FV, NPER, PMT, RATE...). 8. Work with databases in Excel. Sorting. Filtering. 9. Pivot Tables. 10. Solving real world business problems in Excel. 11. Solving more complex problems using Solver. 12. Data analysis, time series, and forecasting. Decision support with statistical analysis in MS Excel.
Recommended literature: Furda R., Greguš M.: Information Systems and Application Software. Comenius University, Bratislava 2021, ISBN 978-80-223-5090-7

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

Languages necessary to complete the course:

English

Ethics:

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:

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

Past grade distribution

Total number of evaluated students: 275

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

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

Last change: 06.01.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/014B/00	Course title: Information Systems and Application Software
Educational activities: Type of activities: lecture / practicals Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 5555							
A	ABS	B	C	D	E	FX	M
30,01	0,0	29,43	18,76	8,87	7,42	5,49	0,02
Lecturers: Mgr. Július Selecký, PhD., Mgr. Eleonóra Beňová, PhD., RNDr. Zuzana Kovačičová, PhD., RNDr. Eva Kostrecová, PhD., Mgr. Martin Krajčík, PhD., Ing. Pavol Gono, Mgr. Alžbeta Balcová, Ing. Bibiána Konáriková Mackovčinová							
Last change: 23.05.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/011AM/21	Course title: Innovation Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Introductory presentation: 20%, Practical team project mid-term presentation: 30%, Practical team project final presentation: 30%, Final test: 20%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points.	
Learning outcomes: Considering the importance of innovation for the company as for the whole society, the course aims to awake the spirit of innovation and openness to change in students. Students would learn how to search for innovative and entrepreneurial opportunities, incorporate a systematic approach to the management of innovation and change in existing businesses, respectively build new entrepreneurial ventures based on innovative ideas and create a viable business model that enables innovation to succeed in the real world. The course deals with innovation and related changes rather from the perspective of strategic management, then from a technical point of view. The course utilizes lectures, video presentations, in-class discussions, independent reading, and students' presentations.	
Class syllabus: 1. Introduction. Information about the Course and Evaluation. 2. Definition, Importance, and Types of Innovation. 3. Innovation Strategies. 4. Methods of Strategic Innovation Management. 5. The Open Innovation. The Lead-user Innovation. 6. Business Model Innovation. 7. Process and Organization of Innovation. 8. Methods in the Initial Phase of the Innovation Process. 9. Methods in the Implementation Phase of the Innovation Process. 10. Application of Selected Innovation Methods. 11. Service Innovation. 12. Review Session. Final Evaluation.	

Recommended literature:

Essential reading:

- [1] CHESBROUGH, H. W. Open Services Innovation: Rethinking Your Business to Grow and Compete in a New Era. 2nd ed. Hoboken: Jossey-Bass, 2010.
- [2] DODGSON, M., GANN, D., PHILLIPS, N. (ed.). The Oxford Handbook of Innovation Management. Oxford: Oxford University Press, 2015. ISBN 978-0-19-874649-2.
- [3] DORNBERGER, U., SUVELZA, A. Managing the Fuzzy Front-End of Innovation. Leipzig: Leipzig University, 2012. ISBN 3-934693-23-7.
- [4] TROTT, P. Innovation Management and New Product Development. 6th ed. Harlow: Pearson Education, 2017. ISBN 978-1292133423.

Optional reading:

- [1] CHESBROUGH, H. W., VANHAVERBEKE, W., WEST, J. Open Innovation: Researching a New Paradigm. Oxford: Oxford University Press, 2006.
- [2] VON HIPPEL, E. Free Innovation. Cambridge: The MIT Press, 2016. 236 pages. (online at: <http://web.mit.edu/evhippel/www/>).

Other materials 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.

- [1] CHESBROUGH, H. W. Business model innovation: it's not just about technology anymore. In: Strategy & Leadership. Chicago, 2007. Vol. 35, Iss. 6; p. 12.
- [2] CHESBROUGH, H. W. Business Model Innovation: Opportunities and Barriers. In: Long Range Planning. London, Apr-Jun 2010. Vol. 43, Iss. 2/3; p. 354.
- [3] CHESBROUGH, H. W. Why Companies Should Have Open Business Models. In: MIT Sloan Management Review. Cambridge, Winter 2007. Vol. 48, Iss. 2; p. 22-28.
- [4] CHRISTENSEN, C., RAYNOR, M. The Innovator's Solution. Cambridge: Harvard Business School Press, 2003.
- [5] MULLINS, J. W., KOMISAR, R. A. Business Plan? Or a Journey to Plan B? In: MIT Sloan Management Review. Cambridge, Spring 2010. Vol. 51, Iss. 3; p. 1-6.
- [6] OSTERWALDER, A., PIGNEUR, Y., TUCCI, Ch. L. Clarifying Business Models: Origins, Present, and Future of the Concept. In: Communications of the Association for Information Systems. Atlanta, 2005. Vol. 16; p. 1-25.

Internet sources: <https://www.strategyzer.com>

Videos: VON HIPPEL, Eric: Basing New Commercial Products on "Lead User" Innovations. Free Teaching Materials. (online at: <http://evhippel.mit.edu/teaching>).

Languages necessary to complete the course:

English language.

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge*. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

Notes:

The course is offered only in the winter semester and is taught only in the English language. The course is taught in a combined method, onsite and online using the MS Teams / MS Office applications in the winter semester 2023/2024.

To participate in the online teaching, it is necessary to have a microphone and a camera, for which a regular mobile phone is sufficient, during presentations it is necessary to share a PC screen. Any further technical details will be specified at the introductory seminar.

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: 131

A	ABS	B	C	D	E	FX	M
69,47	0,0	23,66	4,58	2,29	0,0	0,0	0,0

Lecturers: Mgr. Yuliia Fedorova, PhD.

Last change: 11.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/188B/21	Course title: Intercultural Management I (GL)
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: -	
Course requirements: 40% mid-term evaluation • obligatory and active participation in seminars and lectures: 10% (checking knowledge acquired through self-study and watching/listening to lectures) • presentation: 30% (characteristics of a selected country according to Hofstede's cultural dimensions) 60% final assessment • exam – regular date oral form, retake date oral form The exam is conducted orally, and the condition for taking the exam is that the student has 31 points from the previous assessment. Scale of assessment (preliminary/final): 40/60	
Learning outcomes: By participating in the course, students gain a basic overview of intercultural conditions and differences in selected countries, with a focus on their own cultural roots and the European context. As future potential leaders, they acquire the necessary knowledge base to work successfully in an intercultural environment, as well as appropriate communication and professional skills and knowledge.	
Class syllabus: 1. Introduction to culture and intercultural management – culture as the basis for intercultural management, intercultural and international management 2. Hofstede's cultural dimensions 3. Trompenaars' 7-D model, Meyer's cultural maps 4. HR management in international companies 5. Conflict resolution and building cooperation in multinational teams 6. The influence of culture on the management of international teams 7. Managerial models in large business companies	

8. Sending of employees/managers to work abroad
9. Intercultural communication processes
10. Cultural adaptation processes
11. Revision and exam preparation

Recommended literature:

- MILOŠOVIČOVÁ, P. Interkulturelles Management. Praha, Wolters Kluver, 2019. ISBN 978-80-7598-365-7.
- BARMEYER, C. – FRANKLIN, P. Intercultural management. A Case-Based Approach to Achieving Complementarity and Synergy. Palgrave 2016. ISBN 9781137027375.
- EISMANN, V. Erfolgreich in der interkulturellen Kommunikation. Cornelsen. Berlin, 2007. ISBN 978-3-06-020266-9.
- HOFSTEDE, G. Culture's Consequences. International differences in workrelated values. Beverly Hills, CA : Sage 1980. ISBN 9780803913066.
- HOFSTEDE, G. Lokales Denken, globales Handeln. 6. vollständig überarbeitete und aktualisierte Auflage. München : Beck, 2017. ISBN 9783406711039.
- KÖPPEL, P., SANDNER, D. Synergie durch Vielfalt: Praxisbeispiele zu Cultural Diversity in Unternehmen. Bremen : Bertelsmann Stiftung, 2008. ISBN 9783867930222.
- MEYER, E. Culture Map. Breaking Trough the Invisible Boundaries of Global Business. New York : Public Aff airs, 2014. ISBN 9781610392501.
- MEYER, E. Die Cultur Map. Weinheim : Wiley-VCH Verlag &Co., 2018. ISBN 9783527509225.
- ROTHLAUF, J. A Global View on Intercultural Management. De Gruyter 2014. ISBN 9783110397901.
- SONDERMANN, M.: Lokales Denken, globales Handeln. Interkulturelle Zusammenarbeit und globales Management. Deutscher Taschenbuchverlag 2011. ISBN 9783423508070.
- TROMPENAARS, F., HAMPDEN-TURNER, C. Riding the waves of culture. Understanding cultural diversity in business. London : Nicholas Brealey Publishing, 1997. ISBN 9781857881769.
- WELGE M. K., HOLTBRÜGGE, D. Internationales Management – Theorien, Funktionen, Fallstudien. Stuttgart : Schaeffer-Poeschl, 2006. ISBN 9783791024653.
- WELSCH, W. Transkulturalität. Realität – Geschichte – Aufgabe. Wien : New academic press, 2017. ISBN 9783700320753.
- WELSCH, W. Transkulturalität. Zur veränderten Verfassung heutiger Kulturen. In Hybridkultur: Medien, Netze, Künste. Köln : Wienand, 1997. ISBN 9783879095162.
- WILDEMAN, H. Synergiemanagement: Leitfaden zur Identifikation und Realisierung von Synergiepotenzialen entlang der Wertschöpfungskette von Unternehmensnetzwerken. München : TCW, 2024. ISBN 9783937236186.
- current Internet sources

Languages necessary to complete the course:

German

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, 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.

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Past grade distribution

Total number of evaluated students: 127

A	ABS	B	C	D	E	FX	M
66,93	0,0	18,9	3,15	0,0	0,79	0,0	10,24

Lecturers: doc. Mgr. Petra Milošovičová, PhD.

Last change: 15.01.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/251B/16	Course title: Intercultural Management II
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 40% mid-term evaluation • obligatory and active participation in seminars and lectures: 10% (checking knowledge acquired through self-study and watching/listening to lectures) • presentation: 30% 60% final evaluation • exam – regular date oral form, retake date oral form The exam is conducted orally, and the condition for taking the exam is that the student has 31 points from the previous assessment. Scale of assessment (preliminary/final): 40/60	
Learning outcomes: The content of the course is related to the course Intercultural Management I. Students will gain a broadened overview of cultural and intercultural realities and differences in selected countries, with an emphasis on their own cultural roots and the European context as well as cultural realities. As future potential managers, they will acquire the additional knowledge base necessary for successful performance in an intercultural environment, as well as appropriate communication and professional skills and knowledge.	
Class syllabus: 1. Interkulturelles Management, interkulturelle Kompetenz und Kommunikation 2. Interkulturelles Management im Spannungsfeld der Kulturen: Soft Skills im interkulturellen Management, Kulturunterschiede und Unterschiede in der Kommunikation (Normen, Konventionen, Stereotype, Vorurteile, Klischees). Etikette am Arbeitsplatz 3. Verbale interkulturelle Kommunikation 4. Digitale und nonverbale Kommunikation. Körpersprache und Interkulturalität 5. Unternehmenskultur und Kulturtransferstrategien im interkulturellen Management 6. Kommunikation am Arbeitsplatz, Anrede, Duzen und Siezen im Deutschen 7. Aktuelle Fragen der interkulturellen Kommunikation und des interkulturellen Managements. Tabus, Konflikte und Missverständnisse am Arbeitsplatz und in der Kommunikation im	

Zusammenhang mit der Multikulturalität und Sprachbarriere. ManagerInnen und Problemlösungen in einem interkulturellen Umfeld 8. Interkulturelles Coaching, interkulturelles Training und interkulturelle Vorbereitung auf die Arbeit im Ausland 9. Wiederholung und Prüfungsvorbereitung
Recommended literature: MILOŠOVIČOVÁ, P. Interkulturelles Management. Praha, Wolters Kluver, 2019. ISBN 978-80-7598-365-7. BARMEYER, C. – FRANKLIN, P. Intercultural management. A Case-Based Approach to Achieving Complementarity and Synergy. Palgrave 2016. ISBN 9781137027375. EISMANN, V. Erfolgreich in der interkulturellen Kommunikation. Cornelsen. Berlin, 2007. ISBN 978-3-06-020266-9. HOFSTEDE, G. Culture's Consequences. International differences in workrelated values. Beverly Hills, CA : Sage 1980. ISBN 9780803913066. HOFSTEDE, G. Lokales Denken, globales Handeln. 6. vollständig überarbeitete und aktualisierte Auflage. München : Beck, 2017. ISBN 9783406711039. KÖPPEL, P., SANDNER, D. Synergie durch Vielfalt: Praxisbeispiele zu Cultural Diversity in Unternehmen. Bremen : Bertelsmann Stiftung, 2008. ISBN 9783867930222. MEYER, E. Culture Map. Breaking Trough the Invisible Boundaries of Global Business. New York : Public Aff airs, 2014. ISBN 9781610392501. MEYER, E. Die Cultur Map. Weinheim : Wiley-VCH Verlag &Co., 2018. ISBN 9783527509225. ROTHLAUF, J. A Global View on Intercultural Management. De Gruyter 2014. ISBN 9783110397901. SONDERMANN, M.: Lokales Denken, globales Handeln. Interkulturelle Zusammenarbeit und globales Management. Deutscher Taschenbuchverlag 2011. ISBN 9783423508070. TROMPENAARS, F., HAMPDEN-TURNER, C. Riding the waves of culture. Understanding cultural diversity in business. London : Nicholas Brealey Publishing, 1997. ISBN 9781857881769. WELGE M. K., HOLTBRÜGGE, D. Internationales Management – Theorien, Funktionen, Fallstudien. Stuttgart : Schaeffer-Poeschl, 2006. ISBN 9783791024653. WELSCH, W. Transkulturalität. Realität – Geschichte – Aufgabe. Wien : New academic press, 2017. ISBN 9783700320753. WELSCH, W. Transkulturalität. Zur veränderten Verfassung heutiger Kulturen. In Hybridkultur: Medien, Netze, Künste. Köln : Wienand, 1997. ISBN 9783879095162. WILDEMAN, H. Synergiemanagement: Leitfaden zur Identifikation und Realisierung von Synergiepotenzialen entlang der Wertschöpfungskette von Unternehmensnetzwerken. München : TCW, 2024. ISBN 9783937236186.
Languages necessary to complete the course: German
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not</i>

cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

Notes:

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.

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Past grade distribution

Total number of evaluated students: 135

A	ABS	B	C	D	E	FX	M
77,78	0,0	18,52	2,96	0,0	0,0	0,0	0,74

Lecturers: doc. Mgr. Petra Milošovičová, PhD.

Last change: 12.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/246AB/21	Course title: International Economic Relations
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: During the semester students will be asked to work on several different tasks (e.g. team work, individual work, reading and questionnaire), for which they can gain up to 40% of the total evaluation. The needed minimum for admission to final exam to be obtained during the semester is 24 points (60% of the evaluation obtained during the semester). The course finish by the final written exam, which has the value of 60% of the total evaluation (the needed minimum for passing the exam is 36 points, meaning 60% of the final exam evaluation). If a retake exam is necessary, it will be held orally. Scale of assessment (preliminary/final): 40% / 60%	
Learning outcomes: Students should acquire the overview and knowledge from the area of international trade, international organizations and economic relations including also international movement of capital and workers (migration).	
Class syllabus: - Basic terms of „international economic relations“ - International organizations – international economic organizations (OECD, WTO, UNO – UNCTAD, EU) and international financial organizations (EBRD, EIB, IMF, The World Bank Group) - International movement of capital with the goal of profit - International movement of capital with the goal of aid - Development aid - International movement of labour - Migration	
Recommended literature: [1] Study materials shared during the semester via a folder in the course team. [2] SCHMIDPETER, R. – CAPALDI, N. – IDOWU, S. O. - STÜRENBERG HERRERA, A. 2019. International Dimensions of Sustainable Management - Latest Perspectives from Corporate Governance, Responsible Finance and CSR. Cham : Springer, 2019. Dostupné na internete: https://link.springer.com/content/pdf/10.1007%2F978-3-030-04819-8.pdf [3] KRUGMAN, P. – OBSTFELD, M. 2012/2015. International Economics: Theory and Policy.	

Harlow : Pearson Education. 2012/2015. [4] PUGEL, T. A. 2012/2016. International Economics. New York : McGraw-Hill, 2012/2016. [5] LU, H. – SCHMIDPETER, R. – CAPALDI, N. – ZU, L. 2018. Building New Bridges Between Business and Society - Recent Research and New Cases in CSR, Sustainability, Ethics and Governance. Cham : Springer, 2018. Dostupné na internete: https://link.springer.com/content/pdf/10.1007%2F978-3-319-63561-3.pdf [5] Materials distributed during the term (e.g. relevant articles, legislative documents of international organizations etc.).																							
Languages necessary to complete the course: English																							
Ethics: 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: 228 <table border="1"> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th><th>M</th></tr> <tr> <td>9,21</td><td>0,0</td><td>20,18</td><td>23,25</td><td>19,74</td><td>14,04</td><td>10,96</td><td>2,63</td></tr> </table>								A	ABS	B	C	D	E	FX	M	9,21	0,0	20,18	23,25	19,74	14,04	10,96	2,63
A	ABS	B	C	D	E	FX	M																
9,21	0,0	20,18	23,25	19,74	14,04	10,96	2,63																
Lecturers: doc. PhDr. Paulína Mihaľová, PhD., Mgr. Valeriia Maljar, PhD.																							
Last change: 11.09.2025																							
Approved by:																							

COURSE DESCRIPTION

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

6 Liabilities 7 Shareholder's equity 8 Fraud and Internal Control 9 Statement of Profit and Loss 10 Revenue recognition incl. Construction Constructs 11 Cash Flow Statement 12 Selected Current Topics 13 Repetition							
Recommended literature: • SAXUNOVÁ, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019 • MLADEK, R. 2017. IFRS and US GAAP Accounting Policies and Procedures. Prague: Leges, 2017 • www.ifrs.org, www.fasb.org • WILEY IFRS 2017: Interpretation and Application of IFRS Standards. Hoboken: JohnWiley and Sons, 2017							
Languages necessary to complete the course: English							
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. 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: 135							
A	ABS	B	C	D	E	FX	M
11,11	0,0	19,26	25,19	18,52	14,07	7,41	4,44
Lecturers: prof. RNDr. Darina Saxunová, PhD.							

Last change: 16.09.2025
Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/274AB/22	Course title: International Financial Reporting Standards
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Type, volume, methods and workload of the student - additional information compulsory course – in class course 3 ECTS credits	
Number of credits: 3	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: study program management/international management in the Economy and Management field of study, Bachelor studies, full-time form of study	
Course requirements: 1 HW (6 problems) 20% 2 quizzes (weeks 4 & 10) 10% 1 midterm exam 20% 1 Final exam 50% Total 100% Scale of assessment (preliminary/final): 20,10,20/50 in %	
Learning outcomes: The goal of the subject is to master basic accounting procedures for double-entry accounting for entrepreneurs and process of the financial statement's preparation and their interpretation. After the course, students will be able to: 1. understand accounting cycle, 2. analyze financial statements of companies with respect to industrial sectors, 3. Prepare three basic financial statements - The statement of financial position, Profit or Loss Account, Retained Earnings Statement, 4. Analyze three basic financial statements, 5. Analyze impact of internal decisions on company financial accounting, 6. Understand and analyze parts of a balance sheet - assets and liabilities and equity, 7. Understand basics of asset reporting - acquisition, depreciation and disposal, 8. Analyze sources of financing - liabilities and shareholder's equity, 9. Analyze and work with accounting for financial assets - AFS , TS, H-to-M securities 10. Understand and analyze revenue recognition and expense recognition principles in companies	

Class syllabus:

- 1 Introduction to International Financial Reporting Standards
Conceptual Framework, Preparation of Financial Statements IAS 1, IFRS 18
- 2 Statement of Financial Position / Statement of Profit and Loss
- 3 Receivables
- 4 Inventories IAS 2
- 5 Property, Plant and Equipment
IAS 16 + IAS 4,
- 6 Mid-term exam
- 7 Biological and Intangible Assets
IAS 38, IAS 40, IAS 41, IFRS 6
- 8 Liabilities IAS 13
- 9 Shareholder's equity
- 10 Revenue recognition incl. Construction Constructs IAS 18, IFRS 15
- 11 Cash Flow Statement AIS 7
- 12 Selected Current Topics IAS 8, IFRS 9
- 13 Repetition

Recommended literature:

- Kimmel, Weygandt: Financial Accounting with International Financial Reporting Standards, 5th edition, Wiley 2022
- Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Financial Accounting: Tools for Business Decision Making, WileyPLUS, 7th Edition, 2021
- Saxunova, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019
- MLADEK, R. 2017. IFRS and US GAAP Accounting Policies and Procedures. Prague: Leges, 2017
- www.ifrs.org, www.fasb.org

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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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
20,0	0,0	22,86	20,0	14,29	14,29	5,71	2,86
Lecturers: prof. RNDr. Darina Saxunová, PhD.							
Last change: 16.09.2025							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/274AB/25	Course title: International Financial Reporting Standards
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Type, volume, methods and workload of the student - additional information compulsory course – in class course 3 ECTS credits	
Number of credits: 3	
Recommended semester: 4.	
Educational level: I.	
Prerequisites:	
Recommended prerequisites: study program management/international management in the Economy and Management field of study, Bachelor studies, full-time form of study	
Course requirements: 1 HW (6 problems) 20% 2 quizzes (weeks 4 & 10) 10% 1 midterm exam 20% 1 Final exam 50% Total 100% Scale of assessment (preliminary/final): 20,10,20/50	
Learning outcomes: The goal of the subject is to master basic accounting procedures for double-entry accounting for entrepreneurs and process of the financial statement's preparation and their interpretation. After the course, students will be able to: 1. understand accounting cycle, 2. analyze financial statements of companies with respect to industrial sectors, 3. Prepare three basic financial statements - statement of Financial Position, Profit or Loss, Retained Earnings Statement, 4. Analyze three basic financial statements, 5. Analyze impact of internal decisions on company financial accounting, 6. Understand and analyze parts of a balance sheet - assets and liabilities and equity, 7. Understand basics of asset reporting - acquisition, depreciation and disposal, 8. Analyze sources of financing - liabilities and shareholder's equity, 9. Analyze and work with accounting for financial asstes - AFS, TS, HtM, equity securities	

10. Understand and analyze revenue recognition and expense recognition principles in companies, EPS
Class syllabus: 1 Introduction to International Financial Reporting Standards Conceptual Framework, Preparation of Financial Statements IAS 1, IFRS 18 2 Statement of Financial Position / Statement of Profit and Loss 3 Receivables 4 Inventories IAS 2 5 Property, Plant and Equipment IAS 16 + IAS 4, 6 Mid-term exam 7 Biological and Intangible Assets IAS 38, IAS 40, IAS 41, IFRS 6 8 Liabilities IAS 13 9 Shareholder's equity 10 Revenue recognition incl. Construction Constructs IAS 18, IFRS 15 11 Cash Flow Statement AIS 7 12 Selected Current Topics IAS 8, IFRS 9 13 Repetition
Recommended literature: - Kimmel, Weygandt: Financial Accounting with International Financial Reporting Standards, 5th edition, Wiley 2022 • Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso- Financial Accounting: Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013 • Saxunova, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019 • MLADEK, R. 2017. IFRS and US GAAP Accounting Policies and Procedures. Prague: Leges, 2017 • www.ifrs.org, www.fasb.org
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge</i> . Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within</i>

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Notes:

Past grade distribution

Total number of evaluated students: 0

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

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

Last change: 07.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/030AM/16	Course title: International Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Marketing Management	
Course requirements: 40 % interim evaluation: - active attendance and development of case studies/assignments (in case of unjustified absence or unpreparedness to seminar - loss of 10 %), - group semester project – application of theoretical knowledge on selected organization – 20 %, - individually prepared semester work on selected and approved topic – 20 % 60 % final evaluation - exam – oral exam. Electronic communication and method of distribution of study materials is carried out by MS Teams application. The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students can work on the semester project in groups or individually. Semester project is handed out without the possibility of additional adjustments and additional exchanges. Semester work is complexly evaluated in terms of its quality. Semester work must be prepared and submitted at least one week before the first final test date. Semester work is handed 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 graduating, students will have the opportunity to learn more about business subjects in both the international and global market environments, define suitable strategies for entering these markets, and apply the marketing mix elements in an international context. The subject allows us to estimate and analyze the international environment, to determine the appropriate strategy for entering the international market, and to understand the application of the marketing mix elements in the context of the international environment.	
Class syllabus:	

1. International marketing—introduction to the issue. The role of digitization and social media in international marketing is also discussed.
2. International environment. The impact of crisis periods on the international environment.
3. International markets and international marketing research.
4. Entry strategies for foreign markets. Factors influencing the choice of strategy (e.g., size structure of the company, partnerships, etc.)
5. Market segmentation, target market selection, and positioning.
6. International marketing mix.
7. Product.
8. Brand.
9. Distribution.
10. Price.
11. Marketing communication and implementation of marketing communication strategies. Selected aspects of international marketing.
12. Implementation of marketing strategies. Selected aspects of international marketing.
13. Presentation of student projects.
14. Summary and repetition of topics covered during the semester

Recommended literature:

- [1] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. 592 p. ISBN 9781408009239
- [2] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. 702 p. ISBN 978-0071105941
- [3] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. 573 p. ISBN 9780273685296
- [4] HOLLESEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. 714 p. ISBN 9780273706786
- [5] VADANA, I - et al. 2020. Digitalization of companies in international entrepreneurship and marketing. International Marketing Review, 2020, 37.3: 471-492.
- [6] FALAHAT, M., et al. SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance. Technological forecasting and social change, 2020, 152: 119908.
- [7] IPEK, I. The relevance of international marketing strategy to emerging-market exporting firms: from a systematic review towards a conceptual framework. International Marketing Review, 2021, 38.2: 205-248.
- [8] HARIYANA, N. - SYAHPUTRA, H. Marketing Mix Standardization and Adaptation Activity: Case Study. In: Proceedings of International Conference on Economics Business and Government Challenges. 2022. p. 337-342.
- [9] SAMIEE, S. 2020. International marketing and the internet: a research overview and the path forward", International Marketing Review, Vol. 37 No. 3, pp. 425-436. <https://doi.org/10.1108/IMR-03-2018-0120>
- [10] VISSAK, T. – FRANCIONI, B. – FREEMAN, S. Foreign market entries, exits and re-entries: The role of knowledge, network relationships and decision-making logic. International Business Review, 2020, 29.1: 101592.
- [11] BEH, A. – et al. Investigating the revised international marketing strategies during COVID-19 based on resources and capabilities of the firms: A mixed method approach. Journal of Business Research, 2023, 158: 113662.
- [12] CHO, H.E. –JEONG, I. – KIM, E. – CHO, J. 2023. Achieving superior performance in international markets: the roles of organizational agility and absorptive capacity, Journal

of Business & Industrial Marketing, Vol. 38 No. 4, pp. 736-750. <https://doi.org/10.1108/JBIM-09-2021-0425>

[13] KATSIKEAS, C. – LEONIDOU, L. – ZERITI, A. 2020. Revisiting international marketing strategy in a digital era: Opportunities, challenges, and research directions, International Marketing Review, Vol. 37 No. 3, pp. 405-424. <https://doi.org/10.1108/IMR-02-2019-0080>

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

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

[16] SOLBERG, C.A. – DURRIEU, F. 2023. Patterns of international marketing strategy, Journal of Business & Industrial Marketing, Vol. 38 No. 7, pp. 1532-1544. <https://doi.org/10.1108/JBIM-02-2022-0091>

[17] JUSTIN P – ERICK, M. 2020. Toward a 7-P framework for international marketing, Journal of Strategic Marketing, 28:8, 681-701, DOI: 10.1080/0965254X.2019.1569111

[18] BERNDT, R. – FANTAPIÉ ALTOBELLI, C. – SANDER, M. 2023. International Market Research. In: International Marketing Management. Springer Gabler, Berlin, Heidelberg. https://doi.org/10.1007/978-3-662-66800-9_4

[19] MUSA, I. – HAMKA, R. A. – ATIFAH, N. 2023 Development of Trends, Innovation and Effective Distribution Strategies in International Marketing. Journal Management & Economics Review (JUMPER). 1.1: 9-16.

[20] Marketing Science and Inspirations and Marketing&Media journals.

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

Languages necessary to complete the course:

English language

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge*. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

Notes:

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/031AM/16	Course title: International Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 40 % interim evaluation: - active attendance and development of case studies/assignments (in case of unjustified absence or unpreparedness to seminar - loss of 10 %), - group semester project – application of theoretical knowledge on selected organization – 20 %, - individually prepared semester work on selected and approved topic – 20 % 60 % final evaluation - exam – oral exam. Electronic communication and method of distribution of study materials is carried out by MS Teams application. The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students can work on the semester project in groups or individually. Semester project is handed out without the possibility of additional adjustments and additional exchanges. Semester work is complexly evaluated in terms of its quality. Semester work must be prepared and submitted at least one week before the first final test date. Semester work is handed without the possibility of additional adjustments and additional exchanges. Scale of assessment (preliminary/final): Scale of assessment (preliminary/final): 40/60	
Learning outcomes: After graduating students will have the opportunity to learn more about business and business subjects in the international and global market environment as well as the international market environment, to define suitable strategies for entering the given markets as well as to apply the marketing mix elements in the international context. The subject allows to estimate and analyze the international environment, to determine the appropriate strategy for entering the international market and to understand the application of the marketing mix elements in the context of the international environment.	
Class syllabus: 1. International Marketing – Introduction to the issue. The role of digitization and social media in international marketing.	

2. International environment. The impact of crisis periods on the international environment.
3. International markets and international marketing research.
4. Entry strategies for foreign markets. Factors influencing the choice of strategy (e.g. size structure of the company, partnerships, etc.)
5. Market segmentation, target market selection and positioning.
6. International marketing mix.
7. Product.
8. Brand.
9. Distribution.
10. Price.
11. Marketing communication and implementation of marketing communication strategies. Selected aspects of international marketing.
12. Implementation of marketing strategies. Selected aspects of international marketing.
13. Summary and repetition of topics covered during the semester

Recommended literature:

- [1] CZINKOTA, M. R. – RONKAINEN, I. A. – ZVOBGO, G. 2011. International Marketing. Hampshire: South-Western Cengage Learning, 2011. 592 p. ISBN 9781408009239
- [2] CATEORA, P. R. – GRAHAM, J. L. 2007. International Marketing. McGraw-Hill: Irwin Professional, 2007. 702 p. ISBN 978-0071105941
- [3] USUNIER, J. C. – LEE, J. A. 2005. Marketing Across Cultures. Harlow: Pearson Education Limited, 2005. 573 p. ISBN 9780273685296
- [4] HOLLESEN, S. 2007. Global Marketing: A Decision-Orientated Approach. Harlow: Financial Times Press, 2007. 714 p. ISBN 9780273706786
- [5] VADANA, I - et al. 2020. Digitalization of companies in international entrepreneurship and marketing. International Marketing Review, 2020, 37.3: 471-492.
- [6] FALAHAT, M., et al. SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance. Technological forecasting and social change, 2020, 152: 119908.
- [7] IPEK, I. The relevance of international marketing strategy to emerging-market exporting firms: from a systematic review towards a conceptual framework. International Marketing Review, 2021, 38.2: 205-248.
- [8] HARIYANA, N. - SYAHPUTRA, H. Marketing Mix Standardization and Adaptation Activity: Case Study. In: Proceedings of International Conference on Economics Business and Government Challenges. 2022. p. 337-342.
- [9] SAMIEE, S. 2020. International marketing and the internet: a research overview and the path forward", International Marketing Review, Vol. 37 No. 3, pp. 425-436. <https://doi.org/10.1108/IMR-03-2018-0120>
- [10] VISSAK, T. – FRANCIONI, B. – FREEMAN, S. Foreign market entries, exits and re-entries: The role of knowledge, network relationships and decision-making logic. International Business Review, 2020, 29.1: 101592.
- [11] BEH, A. – et al. Investigating the revised international marketing strategies during COVID-19 based on resources and capabilities of the firms: A mixed method approach. Journal of Business Research, 2023, 158: 113662.
- [12] CHO, H.E. –JEONG, I. – KIM, E. – CHO, J. 2023. Achieving superior performance in international markets: the roles of organizational agility and absorptive capacity, Journal of Business & Industrial Marketing, Vol. 38 No. 4, pp. 736-750. <https://doi.org/10.1108/JBIM-09-2021-0425>

- [13] KATSIKEAS, C. – LEONIDOU, L. – ZERITI, A. 2020. Revisiting international marketing strategy in a digital era: Opportunities, challenges, and research directions, *International Marketing Review*, Vol. 37 No. 3, pp. 405-424. <https://doi.org/10.1108/IMR-02-2019-0080>
- [14] GRAF, E. 2023. International marketing in times of sustainability and digitalization. Walter de Gruyter GmbH & Co KG.
- [15] SHETH, J. N. 2020. Borderless Media: Rethinking International Marketing. *Journal of International Marketing*, 28(1), 3-12. <https://doi.org/10.1177/1069031X19897044>
- [16] SOLBERG, C.A. – DURRIEU, F. 2023. Patterns of international marketing strategy, *Journal of Business & Industrial Marketing*, Vol. 38 No. 7, pp. 1532-1544. <https://doi.org/10.1108/JBIM-02-2022-0091>
- [17] JUSTIN P – ERICK, M. 2020. Toward a 7-P framework for international marketing, *Journal of Strategic Marketing*, 28:8, 681-701, DOI: 10.1080/0965254X.2019.1569111
- [18] BERNDT, R. – FANTAPIÉ ALTOBELLI, C. – SANDER, M. 2023. International Market Research. In: *International Marketing Management*. Springer Gabler, Berlin, Heidelberg. https://doi.org/10.1007/978-3-662-66800-9_4
- [19] MUSA, I. – HAMKA, R. A. – ATIFAH, N. 2023 Development of Trends, Innovation and Effective Distribution Strategies in International Marketing. *Journal Management & Economics Review (JUMPER)*. 1.1: 9-16.
- [20] Marketing Science and Inspirations and Marketing&Media journals. Regarding new and available resources, supplementary literature will be updated on a continuous basis.

Languages necessary to complete the course:

English language

Ethics:

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

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:

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Past grade distribution							
Total number of evaluated students: 145							
A	ABS	B	C	D	E	FX	M
48,97	0,0	25,52	16,55	5,52	2,76	0,69	0,0
Lecturers: prof. Mgr. Peter Štarchoň, PhD., Mgr. František Olšavský, PhD.							
Last change: 17.02.2026							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/023AB/16	Course title: Introduction to Entrepreneurship
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: During the semester, a student can get up to 75 points. For the final exam, a student can earn up to 25 points. Evaluation of students' work during the semester is divided into five milestones: 1. 10%: Milestone 1– Idea creation / Identification 2. 10%: Milestone 2 – Customers – Persona / Empathy map 3. 15%: Milestone 3 – Lean canvas (Business model canvas) 4. 15%: Milestone 4 – Creative output / Investor Pitch 5. 25%: Milestone 5 – Business plan The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 75/25	
Learning outcomes: To acquaint students with the nature of entrepreneurship, its importance and role. Develop an entrepreneurial mindset and characteristics, highlight their importance not only in the business context. Develop the ability to seek opportunities and ideas, refine them and formulate into business models. Learn the basic techniques of business planning and practice them with concrete examples. Understand the overall context of the operation and management of a company. Make familiar with the practicalities of starting a business.	
Class syllabus: 1. Course introduction, Introduction to entrepreneurship 2. Entrepreneurial characteristics, creativity 3. Opportunities recognition and exploitation, ideas generation and development, innovation 4. Business model, business model canvas/lean canvas 5. Start-ups and their support 6. Business model innovation, testing and validation 7. Business planning and business plan 8. Legal aspects of business in Slovakia 9. Financial aspects 10. Guest lecture	

11. Marketing 12. SME management and its specifics 13. Final exam							
Recommended literature: [1] STOKES, D., WILSON, N. Small Business Management and Entrepreneurship. Cengage Learning EMEA, 2010. ISBN 978-1-4080-1799-9. [2] BLANK, S. The Startup Owner's Manual. K & S Ranch, 2012. ISBN 9780984999309. [3] KAPLAN, J. Startup: A Silicon Valley Adventure. Penguin, 1995. ISBN 9780140257311. [4] RIES, E. The Lean Startup. Crown Business, 2011. ISBN 9780307887894. [5] OSTERWALDER, A., PIGNEUR, Y. Business Model Generation. John Wiley & Sons, 2010. ISBN 978-0470-87641-1.							
Languages necessary to complete the course: English							
Ethics: 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: 424							
A	ABS	B	C	D	E	FX	M
38,21	0,0	34,2	17,45	5,66	1,65	1,89	0,94
Lecturers: doc. PhDr. Marian Holienka, PhD., Mgr. Miloš Mrva, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Yuliia Fedorova, PhD.							
Last change: 14.09.2025							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/134AB/16	Course title: Introduction to Financial Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: The prerequisite for this class is a passing grade in foundations of accounting and statistics and to be familiar with the basic financial concepts. Therefore, it is expected that students will be comfortable with the following topics: basics financial concepts, basics accounting principles and basics statistical concepts.	
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 introductory course in financial management and in corporate finance. The course has three main objectives: 1) Develop an understanding of the tools that are used to analyze firm's financial statements, bonds value and basics evaluating methods for valuing firms. 2) Understand the basic issues involved in how to use concepts of present value and future value in finance and how to use concepts of the risk and return. 3). Understand the basic issues involved in how the financial markets are working. Emphasis will be placed on appreciating the limitations and challenges that are faced when applying the theoretical framework of corporate finance to real world problems.	

Class syllabus:

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

Recommended literature:

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

Other information sources:

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

Languages necessary to complete the course:

Slovak, English

Ethics:

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

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

Past grade distribution

Total number of evaluated students: 340

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

Lecturers: prof. RNDr. Darina Saxunová, PhD.

Last change: 03.09.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/062AB/16	Course title: Introduction to Personnel Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: During the semester the student has the possibility to get 60% of the total number of points. 40% of the total number of points consists of the exam after leaving the class. 100% = 100 points. The minimum E rating is 60 points. Tasks cannot be retrospectively presented and earned points. - 30% assignments and their in time presentations during the semester in scheduled week - 15% TEST 1 (week 7, covers topics from weeks 1-5) - 15% TEST 2 (week 11, covers topics from weeks 6-10) - 40% final oral exam Scale of assessment (preliminary/final): 60/40	
Learning outcomes: Human Resource Management provides an overview of the fundamentals of human resource management and the impact and importance of these concepts and principles in an organization. It is designed to build a broad foundation of knowledge and skills required for managing human resources. The course has wide appeal and assists both Human Resource Professionals and Human Resource Managers (line or operational managers) in managing human resources more effectively and efficiently. The course will focus on seven major topic areas: - Strategic Human Resource Management; - Planning Human Resources; - Attracting and Selecting Human Resources; - Placing, Developing and Evaluating Human Resources; - Motivating and Rewarding Human Resources; - Maintaining High Performance; and - Human Resource Management in the Global Context. Upon completion of the course, students will understand the fundamentals of human resource management and be able to evaluate how these functions can affect an organization.	
Class syllabus: 1. Introduction to HR management and strategic HR management. Trends influencing HRM. 2. Job Analysis. Managing Work Flows. 3. Human Resource Planning.	

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

Recommended literature:

Required:

1. Dessler, G. (2024) Human resource management (17th edition). Pearson. 688 p. ISBN-13: 978-1-292-44987-6
2. Dessler, G. (2020) Human resource management (16th edition). Pearson. 720 p. ISBN-13: 978-1-292-30912-5

Recommended:

1. Dessler, G. (2016) Human resource management (15th edition). Pearson. 711 p. ISBN-13: 978-0134237510
2. Carbery, R., Cross, C. (2013) Human Resource Management – A Concise Introduction. 269 p. ISBN 978-1-137-00939-5
3. Saks, A.M. & Haccoun, R.R. (2019) Managing performance through training and development (8th ed.). Nelson. 492 p. ISBN: 9780176798079
4. Martocchio, J.J. & Martocchio, J. (2019) Human Resource Management (15th edition). Pearson. ISBN: 9780134739724
5. Carbery, R., Cross, C. (2019) Human Resource Management. 329 p. ISBN 978-1-137-00939-
6. Mondy, R. Wayne Dean (2013) Human Resource Management, (13th ed.). Pearson. 432 p. ISBN 978-1-352-00402-1
7. Groschl, S. et al. (2009) International human resource management. Nelson. ISBN:9780176440978 Houndmills, Basingstoke, Hampshire: Palgrave Macmillan.
8. Human Resource Management. (2011) University of Minnesota Libraries Publishing [online] Available at: <https://open.lib.umn.edu/humanresourcemanagement/>
9. Journal of Human Resource Management. Bratislava: Comenius University, Faculty of Management. ISSN 2453-7683.

Languages necessary to complete the course:

English

Ethics:

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

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Notes:

PARTICIPATION IN CLASS

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

Past grade distribution

Total number of evaluated students: 347

A	ABS	B	C	D	E	FX
31,12	0,0	35,16	15,85	6,63	7,49	3,75

Lecturers: prof. Ing. Ľubica Bajžíková, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., Mgr. Michaela Poláková, PhD., doc. PhDr. Lukáš Copuš, PhD.

Last change: 12.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/053AM/24	Course title: Investment Analysis
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Financial Management	
Course requirements: Conditions for completing the course are - attendance of lectures and consultation meetings, individual student work during the semester, active monitoring of developments, changes and events in selected financial markets. The condition for passing the course is to obtain at least 60% of the total assessment. Scale of assessment (preliminary/final): 30/70	
Learning outcomes: The aim of the course is to deepen student's knowledge about financial markets, its problems and risks, as well as about some products, which are tradeable at those markets. The purpose of the course is also familiarization of basic methods and techniques of investing to stocks and bonds.	
Class syllabus: International financial management: purchasing power parity, unsecured interest rate parity, term parity, covered interest rate parity, yield of investment in foreign country, effect of global diversification, examples of global investment strategies, financial markets correlation. Acquisition and mergers: some reasons for acquisitions and mergers, tactics and defence during mergers and acquisitions, forms of business combinations, structure of supply for take over, tasks of investment banks during mergers and acquisitions. Financial risks: types of financial risks, value at risk (VaR), measurement of interest risk by VaR, surveying of interest positions, VaR and diversification effects, VaR of investment portfolios, project's impact on VaR, cash-flow at risk (CaR). Financial derivatives and hedging of risks: basic types of financial derivatives, standardization of financial derivatives, long- and short- position, term-contracts pricing, hedging of open positions, risk factors, examples of complicated hedging techniques, option parity, replication of option position, option pricing methods, riskless arbitrage, dynamic data-hedging, sensitivity parameters, interest and currency swap. Duration and immunization: yield curves and interest structures, Macaulay duration, present value	

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

Recommended literature:

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

Lectures

Recommended:

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

Languages necessary to complete the course:

English

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 64

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

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

Last change: 27.09.2024

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/053AM/25	Course title: Investment Analysis
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Financial Management	
Course requirements: Conditions for completing the course are - attendance of lectures and consultation meetings, individual student work during the semester, active monitoring of developments, changes and events in selected financial markets. The condition for passing the course is to obtain at least 60% of the total assessment. Scale of assessment (preliminary/final): 30/70	
Learning outcomes: The aim of the course is to deepen student's knowledge about financial markets, its problems and risks, as well as about some products, which are tradeable at those markets. The purpose of the course is also familiarization of basic methods and techniques of investing to stocks and bonds.	
Class syllabus: International financial management: purchasing power parity, unsecured interest rate parity, term parity, covered interest rate parity, yield of investment in foreign country, effect of global diversification, examples of global investment strategies, financial markets correlation. Acquisition and mergers: some reasons for acquisitions and mergers, tactics and defence during mergers and acquisitions, forms of business combinations, structure of supply for take over, tasks of investment banks during mergers and acquisitions. Financial risks: types of financial risks, value at risk (VaR), measurement of interest risk by VaR, surveying of interest positions, VaR and diversification effects, VaR of investment portfolios, project's impact on VaR, cash-flow at risk (CaR). Financial derivatives and hedging of risks: basic types of financial derivatives, standardization of financial derivatives, long- and short- position, term-contracts pricing, hedging of open positions, risk factors, examples of complicated hedging techniques, option parity, replication of option position, option pricing methods, riskless arbitrage, dynamic data-hedging, sensitivity parameters, interest and currency swap. Duration and immunization: yield curves and interest structures, Macaulay duration, present value	

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

Recommended literature:

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

Lectures

Recommended:

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

Languages necessary to complete the course:

English

Ethics:

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

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Notes:

Past grade distribution

Total number of evaluated students: 0

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

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

Last change: 13.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/080AM/21	Course title: Knowledge Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Data, knowledge, decision making; Databases; Business intelligence; Big data; Information systems and application software; Statistics; Mathematics;	
Course requirements: Participation in seminars, homework, and elaboration and presentation of the final project. The project can also be a team project (increasing the scope of the project in proportion to the number of students in the team). Scale of assessment (preliminary/final): Activity at meetings 20% Homework 20% Project 60%	
Learning outcomes: After completing this course, you will be able to: - Characterize knowledge management, its pillars and dimensions, the benefits of its implementation in companies, historical development, etc. - Define data, information and knowledge; their interdependencies and contexts; - Define different types of knowledge and their treatment. - Define a learning organization as well as a SECI model. - Define the term knowledge carrier and tell examples of knowledge and knowledge carrier interconnections in organizations - Define internal and external structures of the organization's "elusive" (knowledge) assets. - Describe the basic elements in the implementation of knowledge management in the practice of the organization. - Describe the benefits of introducing knowledge management in companies - Describe the sharing - exchange (conversion) of knowledge within the external; internal structures of the organization and between structures. - Get acquainted with various forms of implementation of knowledge management in companies as well as information systems supporting knowledge management; critically evaluate the impacts on knowledge management in the company and develop knowledge management strategies.	
Class syllabus: 1. Introduction to knowledge management and its definition.	

2. The role of knowledge management. 3. Historical development of knowledge management. 4. Hierarchy of data, information and knowledge. 5. Classification of knowledge. 6. Definition of knowledge and learning organization 7. Intellectual capital 8. Knowledge economy, knowledge society, learning region 9. Knowledge workers and knowledge capital 10. Knowledge management within the organization 11. Integration of knowledge management 12. Influence of soft skills on knowledge sharing and transfer. 13. IT systems to support knowledge management.
Recommended literature: Recommended literature: There are many freely available texts and online sources for information on knowledge management. Because each student's needs and interests differ, none of these are explicitly required, however, following are some resources listed that may be helpful for the course completion. [1] Jennifer Rowley: Strategic Management information systems and Techniques, Blackwell, Manchester and Oxford 1994, ISBN 1-85554-210-2 [2] Turban, E.; Aronson, J.E.; Liang T-P , Decision Support Systems and Intelligent Systems , Pearson/Prentice Hall , 2005 . [3] Power, Daniel J. , Decision Support Systems: Concepts and Resources for Managers , Greenwood Publishing Group , 2002 [4] Davide Moraschi: Business Intelligence with Microstrategy Cookbook, Packt Publishing, Birmingham 2013, ISBN 978-1-78217-975-7 [5] Scott Plous: the Psychology of Judgment and Decision Making, Mcgraw-Hill - ISBN: 0070504776 [6] Daniel Kahneman: Thinking, Fast and Slow, Farrar, Straus and Giroux - ISBN: 0374275637 (Hardcover); 0374533555 (Paperback); 0385676514 (Kindle); 0739357980 (Audio). [7] Williams, F. & Monge, P.: Reasoning With Statistics: How to Read Quantitative Research (5th Edition), Harcourt College Publishers: Fort Worth, Tx 2001, ISBN 0-15-50681-6 [8] Shannon, D.M. & Davenport, M.A.: Using Spss to Solve Statistical Problems: A Self Instruction Guide. Upper Saddle River Nj 2001: Prentice Hall Fotr, J. -- Švecová, L. -- Hrůzová, 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] Hrůzová, 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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Notes:

Past grade distribution

Total number of evaluated students: 50

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

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

Last change: 12.10.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/149AM/22	Course title: Legal Compliance
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Type, volume, methods and workload of the student - additional information The subject will take place mainly in the form of seminars, the content of which will be the presentation of the topic of the given seminar by the teacher and subsequent work with the given topic in a practical form. This activity mainly includes interaction with students, asking practical questions, efforts to improve logical thinking and creating the student's ability to solve critical or common practical situations in the management of an organization.	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: The content of the subject is individual areas of the so-called Legal complaints , i.e. legal regulations which are the most frequent in almost every organization. The structure of individual lessons is set out below.	
Course requirements: Absences: - 2 absences without the obligation to excuse the student's non-participation in the seminar - the student's non-participation in the seminar, where the interim or final assessment takes place, must be excused before the start of the seminar, with a medical certificate. Failure to comply with this condition results in the award of 0% of the given interim assessment. Completion of the subject: - active interaction with the topic of the given seminar - disruption of teaching after the second formal warning causes the loss of the student's ability to complete the course. Scale of assessment (preliminary/final): Interim assessment:- 10% mid-term test- 10% presentation of the seminar work- 20% assessment of seminar workFinal exam:- 40% oral exam	
Learning outcomes: By completing the course, the student will acquire the prerequisites for managing an organization in accordance with the legal regulations established by Slovak laws and EU regulations, identifying risky activities and developing basic internal guidelines. The aim of the course is to acquaint the student with the most frequent areas of regulation with which every private or public organization comes into contact.	

The content of the course is mainly electronic commerce and consumer regulation, prevention of money laundering (AML), GDPR, regulation of payment and banking services, business licenses and intellectual property law, protection against incorrectly implemented EU law by the state, whistleblowing, cyber security, prevention of mobbing and bullying in the workplace.

Class syllabus:

Recommended literature:

- [1] PETRINEC, F. 2014. COMMENT ON THE LAW: Petrinec F., Law no. 102/2014 Coll. on consumer protection in the sale of goods or provision of services based on a contract concluded at a distance or a contract concluded outside the seller's premises and on amendments to certain laws Commentary on the law; Business consultant; Žilina 2014; ISSN-1337-4966, update no. 109.
- [2] PETRINEC, F. 2017. Unfair business practices July, 2017, Právne Noviny, ISSN 2454-0048, <https://www.pravnenoviny.sk/neškale-obchodne-praktiky>
- [3] PETRINEC, F. 2019. Payment services - provision of gift cards March, 2019, Právne Noviny, ISSN 2454-0048, <https://www.pravnenoviny.sk/platobne-sluzby-poskytovanie-darcekovych-kariet>
- [4] PETRINEC, F. 2020. How is it possible to "optimize" an entrepreneur's costs while complying with consumer laws? April, 2020, Právne Noviny, ISSN 2454-0048, <https://www.pravnenoviny.sk/ako-je-mozne-optimalizovat-naklady-podnikatela-pri-plneni-spotrebitelskych-zakonov>
- [5] PETRINEC, F. 2019. Mobile applications and rules for their use February, 2019, Právne Noviny, ISSN 2454-0048, <https://www.pravnenoviny.sk/mobilne-aplikacie-a-pravidla-ich-pouzivania>
- [6] PETRINEC, F. 2019. Hotel law: Evidence of injuries March, 2019, Právne Noviny, ISSN 2454-0048, <https://www.pravnenoviny.sk/hotlove-pravo-evidencia-urazov>
- [7] PETRINEC, F. 2019. GDPR and merchant loyalty programs May, 2019, Právne Noviny, ISSN 2454-0048, <https://www.pravnenoviny.sk/gdpr-vernostne-programy-obchodnikov>
- [8] PETRINEC, F. 2019. GDPR: Violation of personal data protection August, 2019, EPI/Poradca Podnikateľ'a, ISSN 2644-4674 <https://www.epi.sk/clanok-z-titulky/gdpr-porusenie-ochrany-personal-data-tt.html>
- [9] PETRINEC, F. 2018. Protection of personality vs. personal data protection and the right to be forgotten June, 2018, Právne Noviny, ISSN 2454-0048.
- [10] PETRINEC, F. 2017. First serious hit for UBER granted by EU law May, 2017, Právne Noviny, ISSN 2454-0048.
- [11] PETRINEC, F. 2016. New approach in resolving disputes between consumers and traders January, 2016, EPI/Poradca Podnikateľ'a, ISSN 2644-4674š
- [12] BENEŠ, M. 2020. Copyright in radio broadcasting. Private law aspects of radio broadcasting in Czech, Slovak and European law. Prague: Leges, 2020, 194 p. ISBN 978-80-7502-445-9
- [13] PEATTIE, K. 2001. Towards Sustainability: The Third Age of Green Marketing. In: The Marketing Review. 2001, Vol. 2, No. 2, p.129-146. ISSN 1472-1384
- [14] STIERANKA, J. 2018 Legalization of income from criminal activity and financing of terrorism, Wolters Kluwer, ISBN 9788081689123
- [15] ŠALGOVIČOVÁ, J., URDZIKOVÁ J., Consumer protection in claims management, Wolters Kluwer, p. 139, ISBN 9788022737326
- [16] VEČERKOVÁ, E., POKORNÁ, J., DUDOVÁ, J., LEVICKÁ, T., Consumer protection against unfair business practices of entrepreneurs, Wolters Kluwer, p. 304, 2017, ISBN9788075526250

- [17] STRÉMY, J., Protection of the financial consumer, Leges , p. 136, 2015, ISBN9788075020895
- [18] PICHRT, J., MORÁVEK, J., Whistleblowing past , present , future , Wolters Kluwer , p. 140, 2021, ISBN9788076760271
- [19] KENNY, K., Whistleblowing , p. 296, Harvard University Press, ISBN: 9780674975798
- [20] ENDORF, C., SCHULTZ, E., MELANDER, J., Hacking detection and prevention of a computer attack, Grada , 2005, p. 355, ISBN 8024710358
- [21] KONEČNÝ, M., SEDLÁK, P., Cyber (non) security . Issues of security in cyberspace , 440 pp., 2022, Academic Publishing House CERM, ISBN 9788076230682
- [22] Databases of the Academic Library of the UK, Center of Scientific and Technical Information of the Slovak Republic.
- [23] OLŠOVSKÁ, A. et al. Collective labor law. Bratislava: Friedrich Ebert Stiftung , representation in the Slovak Republic, 2014, 390 p.
- [24] TOMAN, J. Individual labor law. General provisions and employment contract. Bratislava: Friedrich Ebert Stiftung , representation in the Slovak Republic, 2014, 390 p.
- [25] TOMAN, J. Individual labor law II. Working hours, holidays, obstacles to work and wages. Bratislava: Friedrich Ebert Stiftung , representation in the Slovak Republic, 2015, 363 p.
- [26] TOMAN, J. Individual labor law III. Social policy of the employer, working conditions of some groups of employees, agreements on work performed outside the employment relationship. Bratislava: Friedrich Ebert Stiftung , representation in the Slovak Republic, 2016, 335 p.
- [27] ŽUJOVÁ, J. et al. Reconceptualization of the subject of labor law regulation. PJ Šafárik University in Košice, 2015, 252 p.
- [28] VALENTOVÁ, T., ŽUJOVÁ, J., ŠVEC, M., New personal data protection rules - according to the new Personal Data Protection Act and the GDPR regulation, 2018 Wolters Kluwer , ISBN: 978-80-8168-792-1
- [29] HUDECOVÁ, I., CYPRICHOVÁ A., MAKATURA I., Regulation on the Protection of Natural Persons in the Processing of Personal Data - GDPR Veľký komentá , ISBN9788081550775, p. 700, Eurocode
- [30] WHITE, J., Principles of Payment Systems (Concise Hornbook Series), ISBN: 9781683285281, p.700, 2

Languages necessary to complete the course:

English

Ethics:

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

Notes:

Past grade distribution

Total number of evaluated students: 14

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

Lecturers: JUDr. Filip Petrínek, PhD.

Last change: 09.02.2023

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/005AB/21	Course title: Logistics
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: The evaluation consists of three parts: (1) active participation 10%, (2) seminar paper and its presentation 50%, (2) written test 40%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100% excellent, B = 81-90% very good, C = 73-80% good, D = 66-72% satisfactory, E = 65-60% sufficient, FX = 0-59%, insufficient. Scale of assessment (preliminary/final): 100/0	
Learning outcomes: The course addresses the management of material flows between and within companies. Students are provided with comprehensive information on the tasks and methods of strategic and operational management of business logistics. The basic knowledge framework is formed by the areas of procurement, production and distribution logistics. The course explains the issues relating to inventory management, warehousing, transportation, information processing in logistics and logistics services and provides students with the knowledge needed for analyzing and solving logistical problems in business practice.	
Class syllabus: 1. Definition and tasks of logistics in companies 2. Strategic management of logistics 3. Procurement and supplier management 4. Inbound logistics and material management 5. Production logistics 6. Distribution logistics and reverse logistics 7. Inventory management 8. Warehouses and warehouse management 9. Transport systems and intermodal transport 10. Information technology in logistics 11. Cooperation in logistics and logistical services 12. Presentations of student works	
Recommended literature:	

- [1] SCHUH, Günther (Hrsg.). Logistikmanagement: Handbuch Produktion und Management 6. 2. Aufl. Berlin Heidelberg: Springer Vieweg, 2013. ISBN 978-3-642-28991-0.
- [2] WEGNER, Ullrich and WEGNER, Kirsten. Einführung in das Logistik-Management: Prozesse - Strukturen - Anwendungen. 3. Aufl. Wiesbaden: Springer Gabler, 2017. ISBN 978-3-658-13674-1.
- [3] MUCHNA, Claus; BRANDENBURG, Hans; FOTTNER, Johannes and GUTERMUTH, Jens. Grundlagen der Logistik: Begriffe, Strukturen und Prozesse. 2. Aufl. Wiesbaden: Springer Gabler, 2021. ISBN 978-3-658-30835-3.
- [4] SCHULTE, Christof. Logistik: Wege zur Optimierung der Supply Chain. 7. Aufl. München: Vahlen, 2017. ISBN 978-3-8006-5118-4.
- [5] KUMMER, Sebastian (Hrsg.); GRÜN, Oskar and JAMMERNEGG, Werner. Grundzüge der Beschaffung, Produktion und Logistik. 4. Aufl. Hallbergmoos: Pearson, 2019. ISBN 978-3-86894-287-3.
- [6] WANNENWETSCH, Helmut. Integrierte Materialwirtschaft und Logistik: Beschaffung, Logistik, Materialwirtschaft und Produktion. 4. Aufl. Heidelberg: Springer, 2010. Springer-Lehrbuch. ISBN 978-3-540-89772-9.
- [7] Study materials distributed during the semester.

Languages necessary to complete the course:

German

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: 3

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: Ing. Jaroslav Hul'vej, PhD.

Last change: 28.02.2025
Approved by:

COURSE DESCRIPTION

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

Languages necessary to complete the course: English							
Ethics: 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: 239							
A	ABS	B	C	D	E	FX	M
4,18	0,0	13,81	15,06	18,41	20,5	23,85	4,18
Lecturers: Mgr. Michal Páleník, PhD., Ing. Žaneta Lacová, PhD., prof. Ing. Vladimír Gazda, PhD.							
Last change: 11.09.2025							
Approved by:							

COURSE DESCRIPTION

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

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

Languages necessary to complete the course:

english

Ethics:

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: 420

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

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

Last change: 18.08.2025

Approved by:

COURSE DESCRIPTION

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

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

Languages necessary to complete the course:

English

Ethics:

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: 297

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

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

Last change: 02.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/273AM/21	Course title: Management Information Systems
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Type of Activities: 2 hours lectures and 2 hours seminars Number of Hours: 4 hours per week Per Week; Per Level/Semester: Form of the Course: Full time / Combined Method During the semester final test for 20 points. Score of 80 points will be given for the semester project. Scale of assessment (preliminary/final): 80/20	
Learning outcomes: Information Systems Management course will provide students with an overview of the effectiveness of information systems and their key role in managing an organization. It focuses on establishing an information system framework and examining the ways in which systems supporting an organization's business functions are integrated and used for decision-making at the operational, tactical, and strategic levels of the company. Students will acquire the skills necessary to select, implement, and effectively use information systems to optimize organizational processes and support strategic management. The course will also demonstrate how modern information technologies enable organizations to achieve competitive advantage , while also focusing on new and emerging technologies that are shaping the future of information systems. Emphasis is placed on a practical understanding of the use of information technologies and their contribution to effective management, which will give graduates the ability to analyze and implement quality information systems to increase the performance and competitiveness of an organization. g the examination of various types of organizational information systems will be an exploration of emerging technologies that drive these systems. This course provides the student with the knowledge and skills necessary to understand and use information technology effectively and shows how information technology provides organizations with a strategic competitive advantage.	
Class syllabus: Week 1: Introduction to Information Systems Management Week 2: Information Systems Strategy and Planning	

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

Recommended literature:

- [1]. James A. O'Brien, Northern Arizona University, George M. Marakas, University of Kansas: Management Information Systems, 10/e, ISBN: 0073376817, Copyright year: 2011, http://highered.mcgraw-hill.com/sites/0073376817/information_center_view0/
 Strana: 5 [2]. Ken Laudon, Jane Laudon: Management Information Systems, 12th Edition, ISBN-10: 0-13-214285-6, ISBN-13: 978-0-13-214285-4, Published by Prentice Hall, © 2012, Pub. Date: Jan 4, 2011, <http://www.pearsonhighered.com/laudon/>
 [3]. Natalia Kryvinska, Michal Greguš: SOA and its Business Value in Requirements, Features, Practices and Methodologies, Univerzita Komenského v Bratislave, 2014, ISBN 978-80223-3764-9
 [4]. Michal Greguš, Natalia Kryvinska: Service Orientation of Enterprises – Aspects, Dimensions, Technologies, Bratislava: Comenius University, 2015. ISBN: 978-80-223-3978-0
 6. Other REFERENCES
 [5]. Kathy Schwalbe: Information Technology Project Management, Course Technology, Fifth edition, 2008, ISBN 978-0324665215
 [6]. Laudon, Kenneth C., Laudon, Jane P.: Management Information Systems: Managing the Digital Firm, 17th ed.. 15 United Kingdom: Pearson Education Ltd, 2022. Text.

Languages necessary to complete the course:

English

Ethics:

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

during preparation for it within the subject. Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Notes:

Past grade distribution

Total number of evaluated students: 136

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

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

Last change: 02.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/273M/21	Course title: Management Information Systems
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
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: 43							
A	ABS	B	C	D	E	FX	M
88,37	0,0	9,3	0,0	0,0	0,0	0,0	2,33
Lecturers: RNDr. Eva Kostrecová, PhD.							
Last change: 01.02.2022							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMM/181B/21	Course title: Management in Europe in the Context of Globalization (FL)
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: French language B1	
Course requirements: Active participation, presentation, exams Scale of assessment (preliminary/final): 60/40	
Learning outcomes:	
Class syllabus: The way of approaching public management in Europe seems to have changed substantially in recent decades. In this new era, which some authors call "postmodern," the state has gradually lost its role of exclusive actor. Its role is now part of a polycentric model where it no longer holds a monopoly on power and the production of standards. He is called upon to compose, negotiate and act in consultation with new players who have emerged or reaffirmed. In the economic sense, globalization is the process of internationalization of industrial, commercial and financial transactions. It is linked to a process of trade liberalization and its intensification. This phenomenon contributes to making the countries interdependent in particular because of the specialization allowed by the free movement of goods. Globalization, which tends to increase trade, "goes hand in hand with globalization, which requires the transfer to the universal level of problems which, until then, seemed to be able to be solved by agreements concluded between specially interested partners. States are now moving from interdependence to common dependence which encompasses them in an overall problem ". Public management in Europe in the era of globalization Part 1: Analysis of the founding principles of public management in Europe in the light of the great authors Chapter 1 Democracy: Aristote, Montesquieu Chapter 2 Respect for the rule of law: John Locke, Hans Kelsen Chapter 3 Subsidiarity: Chantal Million-Delsol, St Thomas d'Aquin Chapter 4 Solidarity: Emile Durkheim, Robert Schuman, Norbert Elias Part 2: The evolution of public management of territories in Europe	

Chapter 5 Centralized management of territories by the state: the examples of France and the states of the Višegrad group, Max Weber Chapter 6 The reaffirmation of local autonomies, Gérard Marcou Chapter 7 The Influence of New Public Management Milton Friedman, Margaret Thatcher Chapter 8 The Europeanization of territorial management methods, Yves Meny Part 3: European public managers facing many challenges Chapter 9 The increased interdependence of territories Chapter 10 Training of local public officials Chapter 11 The metropolization of major European cities Chapter 12 Preserving local, regional, national and European identities
Recommended literature: Frédéric Delaneuville, Le management public des territoires en Europe à l'ère de la globalisation, Université Comenius, Bratislava 2019 ISBN978-80-223-4686-3
Languages necessary to complete the course: French B1
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: 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: 62

A	ABS	B	C	D	E	FX	M
41,94	0,0	35,48	9,68	8,06	0,0	0,0	4,84

Lecturers: doc. Frédéric Delaneuville, Dr.

Last change: 28.02.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/060AB/18	Course title: Management of Start-ups and Small Firms
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: During the semester, a student can get up to 70 points. Maximum of 30 points will be given for an individual assignment, 20 points can be earned for case study solving (2 case studies, 10 points each), and 20 points can be earned for interim tests (2 tests, 10 points each). In the exam period, a student takes an exam for which he / she can earn 30 points. 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): 70/30	
Learning outcomes: Familiarize with the fundamentals and specifics of start-ups. Understanding the lifecycle of startups and the principles of their management in each phase. Getting acquainted with the latest trends and practice of start-up management in the Slovak environment. Familiarize with the fundamentals and specifics of small business management. Understanding the specificities of the individual features and special areas of small business management. Getting acquainted with the latest trends and the practice of small business management in the Slovak and international environment. Through practical lectures of guests from the start-up community and entrepreneurs - small business managers, students gain direct insight into the practice of start-ups and small businesses.	
Class syllabus: 1. Course introduction. Introduction to management of startups and small firms 2. Financing of startups and small firms 3. Financing of startups and small firms – traditional forms: bank financing (guest lecture) 4. Financing of startups and small firms – modern forms: venture capital (guest lecture) 5. Financing of startups and small firms – modern forms: crowdfunding (guest lecture) 6. Selected skills for startups and small firms – sales (guest lecture) 7. Franchising 8. Franchising in practice (guest lecture) 9. Growth and internationalization 10. Growth and internationalization in practice 1 (guest lecture) 11. Growth and internationalization in practice 2 (guest lecture)	

12. Management of resources							
13. Final exam							
Recommended literature: [1] STOKES, D., WILSON, N. Small Business Management and Entrepreneurship. Cengage Learning EMEA, 2010. ISBN 978-1-4080-1799-9. [2] BLANK, S. The Startup Owner's Manual. K & S Ranch, 2012. ISBN 9780984999309. [3] KAPLAN, J. Startup: A Silicon Valley Adventure. Penguin, 1995. ISBN 9780140257311. [4] RIES, E. The Lean Startup. Crown Business, 2011. ISBN 9780307887894. [5] OSTERWALDER, A., PIGNEUR, Y. Business Model Generation. John Wiley & Sons, 2010. ISBN 978-0470-87641-1.							
Languages necessary to complete the course: English							
Ethics: 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: 310							
A	ABS	B	C	D	E	FX	M
14,84	0,0	30,0	26,77	12,9	12,9	2,58	0,0
Lecturers: doc. PhDr. Marian Holienka, PhD., Mgr. Diana Gašparík, PhD.							
Last change: 18.09.2023							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/058AM/21	Course title: Managerial Accounting
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Principles of Financial Accounting I	
Course requirements: 1. midterm exam 2. 5 best written quizzes during the term 3. homework exercises 4. final exam Scale of assessment (preliminary/final): 20%, 12%, 13%/ 55%	
Learning outcomes: Upon successful completion of this course, students will be able to: 1. use financial accounting information for future cost management, costing and budgeting processes; 2. understand the relationship between costs in the company and sources of costs, estimate cost functions using mathematical methods for the purpose of cost planning in the company. 3. use the knowledge on the company's costs, in quantifying and interpreting the Break-even point, margin of safety, targeted operating income units or sales etc. 3. have knowledge about job costing and their types and to calculate full costs for the product and will be able to compile cost calculations and select the appropriate type of calculation and price the product appropriately for individual outputs, 4. monitor the cost efficiency and cost effectivity, 5. apply the knowledge on relevant revenues and relevant costs, opportunity costs making the right decisions, e.g. Buy or make, accept or reject a special order, drop or add the customer etc., 6. prepare Master and flexible budget, 7. Analyze the achieved results using variances of the 1st, 2nd and 3rd level. or using KPIs. for decision-making, 7. Understand the Balance Score Card approach.	
Class syllabus: 1. Introduction to managerial accounting 2. Types of costs and cost behavior, Production costs - Material, Wages and overheads 3. CVP analysis (Cost-volume -profit), Breakeven point 4. Variable and absorption costing and their models of the income statement	

5. Mathematical methods for determining the cost function 6. Job costing - traditional job costing, ABC, target costing, 7. Pricing 8. Inventory management 9. Relevant costs and relevant revenues - decision making 10. Budgets - Master budget 11. Flexible budget, Variations. Responsibility accounting, 12. Strategic Profitability Analysis, Customer Profitability Analysis 13. KPI, Balance Score Cards							
Recommended literature: anglický jazyk							
Languages necessary to complete the course:							
Ethics: 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: 159							
A	ABS	B	C	D	E	FX	M
17,61	0,0	28,93	22,01	16,98	8,18	5,66	0,63
Lecturers: prof. RNDr. Darina Saxunová, PhD.							
Last change: 12.09.2025							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/009AM/16	Course title: Managerial Decision-Making
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Finished bachelor degree.	
Course requirements: The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59%. Scale of assessment (preliminary/final): Ongoing: 75% / Exam: 25%.	
Learning outcomes: Decision-making belongs to main responsibilities and functions of the managers and managers are regarded and evaluated in terms of success in making decisions. The goal of the course is to improve the decision-making skills of students and to contribute to their ability to effectively and creatively solve problems both individually and within the teams. The course graduates would learn to perceive decision-making as a systematic process in the context of problem solving. They would be able to use rational methods of decision-making under conditions of certainty, risk and uncertainty as well as to solve the sequence of successive decisions. They would sense the psychological perspective of the decision-making. They would be familiar with the techniques of decision-making in groups and teams. They would practice the gained theoretical knowledge practically by means of the various simulations and case studies.	
Class syllabus: 1. Introduction into the subject. Decision-making in management. The nature of managerial decision-making. The decision-making process. 2. The rational approaches in the managerial decision-making. Methods and approaches of the decision-making under certainty, uncertainty and risk. The sequence of decisions and decision trees. 3. The psychological aspect of managerial decision-making. The two systems in us. The heuristics of anchoring, availability and representativeness. The prospect theory. The irrational types of choices. The limits of the human mind. 4. The group decision making. Defining the group's assignment, planning and organizing the overall group effort and staffing the decision group. Directing and controlling the group meeting. The creative methods and techniques of group decision-making.	

Recommended literature:

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

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

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

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

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

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

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

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

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

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

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

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

Languages necessary to complete the course:

English.

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge*. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject. Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Notes:

Subject is provided only in the summer semester.

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

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

Past grade distribution

Total number of evaluated students: 309

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

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

Last change: 10.02.2026

Approved by:

COURSE DESCRIPTION

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

Recommended literature:

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

Languages necessary to complete the course:

English

Ethics:

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

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

Notes:**Past grade distribution**

Total number of evaluated students: 463

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

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

Last change: 13.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/015AB/16	Course title: Managerial Ethics
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: This course is based on a 100% continuous evaluation: • active participation in classes – 10 % (assessment of knowledge acquired through self-study and watching /listening to lectures), • 6 group assignments, 10 points each – 60% • Participation in an Ethical decision-making case study based on role play, 30 points – 30% It is necessary to obtain at least 91 points to obtain an A grade, at least 81 points to obtain a B grade, at least 73 points to obtain a C grade, at least 66 points to obtain a D grade and at least 60 points to obtain an E grade. Less than 60 points equals to Fx (failed). Scale of assessment (preliminary/final): 100/0	
Learning outcomes: By completing the course, you will be familiar with basic ethical principles that are vital to apply in your future managerial practice. You will gain fresh scientific insight into the professional ethics of managers and practice in identifying, analyzing, and resolving ethical dilemmas associated with the managerial profession. This is a very interactive course. Methods of teaching include resolving ethical dilemmas and self-reflecting exercises. The course helps to develop ethical self-reflection and overall sensitivity for ethical problems, critical thinking and moral imagination. These competencies shall help you develop your decision-making habits and conflict management and will help you become a trusted, authentic leader the team will be happy to follow.	
Class syllabus: 1. Ethics and morality. Elements of morality. The importance of ethics as a scientific discipline for today's society. 2. Schools of thought in ethical thinking, Aristotle's concept of "virtues" in the context of professional behavior of a manager. 3. Basic principles of managerial ethics as a professional ethics. Discussion about the characteristics of the profession of manager. Teleological and deontological perspective of manager's behavior assessment. 4. MBA Oath. Codes of ethics forming the behavior of managers in companies. 5. The problem of ethical decision-making. Factors influencing the ethical decision-making of a	

- manager. Neutralization techniques.
6. Characteristics of ethical situations and ethical dilemmas. Solving ethical dilemmas.
 7. What a manager can do to develop an ethical work environment.
 8. Ethical leadership and how to measure it in an organizational environment. Authentic leadership and other value-oriented leadership styles.
 9. Unethical leadership. The dark triad / tetrad of personality traits of leaders.
 10. Corporate psychopathy. D Factor. Corrective measures.
 11. Values as a prerequisite for ethical behavior. Schwartz's concept of values, the method of portraying values and its application in managerial practice.
 12. The concept of Ethics position of the subject, typology of the initial ethics position and its implications for managerial practice.
 13. Manager's ethical development plan.

Recommended literature:

Sources to individual weeks/topics are listed in the syllabus.

Other sources include:

- [1] Remišová, A. – Lašáková, A. – Rudy, J. – Sulíková, R. – Kirchmayer, Z. - Fratričová, J. (2016). Ethical leadership in the Slovak business environment. Bratislava : Wolters Kluwer.
- [2] Anderson, M. – Escher, P. (2010). The MBA Oath: Setting a Higher Standard for Business Leaders. Portfolio, Penguin Books.
- [3] Lašáková, A. – Remišová, A. (2015). Unethical Leadership: Current Theoretical Trends and Conceptualization. In: Procedia Economics and Finance. - Amsterdam: Elsevier, 2015. - Vol. 34 , S. 319-328.
- [4] Remišová, A. – Lašáková, A. – Kirchmayer, Z. (2014). Ethical-economic dilemmas in business education. In: Business, Management and Education. - Vol. 12, No. 2 (2014), s. 303-317.
- [5] Kirchmayer, Z. – Remišová, A. – Lašáková, A. (2019). The perception of ethical leadership in the public and private sectors in Slovakia. In: Journal of East European Management Studies: Corporate social responsibility and Business Ethics in Central and Eastern Europe. - (2019), s. 10-27.
- [6] Lašáková, A. – Remišová, A. – Kirchmayer, Z. (2016). Key findings on unethical leadership in Slovakia. In: Proceedings of the 1st international conference: contemporary issues in theory and practice of management (CITPM 2016). Czestochowa: Wydawnictwo Wydziału Zarządzania Politechniki Częstochowskiej, 2016. - s. 252-260.
- [7] Crane, A. and Matten, D. (2010). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford: Oxford University Press.
- [8] Website of the Academic library at CU – external information resources available at: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externeinformacne zdroje/>.
- [9] Additional resources will be continuously supplemented and updated (with regard to new and available resources).

Languages necessary to complete the course:

English

Ethics:

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

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:

Note: A detailed syllabus is prepared for the course, which specifies the requirements for passing the course. All thematic areas are enriched in the course syllabus with scientific articles related to individual topics and will be provided to students through MS Teams.

Past grade distribution

Total number of evaluated students: 123

A	ABS	B	C	D	E	FX	M
71,54	0,0	12,2	4,07	4,07	4,07	4,07	0,0

Lecturers: Ing. Ivan Skaloš, PhD.

Last change: 10.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/100AB/16	Course title: Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 40 % interim evaluation: - active attendance (in case of unjustified absence or unpreparedness to seminar - loss of 10%), - semester project – application of theoretical knowledge on selected issues – 40%, 60 % final evaluation: - exam – written, online test using the selected application (MS Forms) Electronic communication and method of distribution of study materials is carried out by MS Teams application. The overall student rating consists of the sum of the percentages for active attendance on seminars and of the percentage obtained from the exam. Exam is written resp. realized through using the selected application (MS Forms). System of interim evaluation is set on the beginning of semester. Exam dates will be determined based on the coordination of dates no later than 1 week before the start of the exam period. Scale of assessment (preliminary/final): 40:60	
Learning outcomes: The aim of the course is to acquire the basic knowledge from the various areas of marketing theory. The subject emphasizes the importance and benefits of basic marketing postulates in terms of the interconnection of the organization and its customers. Emphasis is placed on acquiring skills in marketing decision-making and performing individual marketing activities of the organization, especially in strategic and marketing planning, market segmentation and market positioning, marketing research, analysis of marketing environment and consumer and organizational purchasing behavior in designing of marketing mix and in exploitation of international marketing. The subject also emphasizes the impact of the online environment and the selected specifics of digital marketing. In addition to gaining theoretical knowledge, the subject is also aimed at stimulating the students' ability to apply the marketing concept in economic practice.	
Class syllabus: 1. Position and importance of marketing in organization development. 2. The nature of the marketing concept. 3. Strategic planning and importance of marketing planning.	

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

Recommended literature:

- BAINES, P. – FILL, C. – PAGE, K. 2011. Marketing. Oxford: Oxford University Press, 2011. ISBN 978-0-19-957961-7
 - BLYTHE, J. 2011. Principles and Practice of Marketing. 2nd Edition. Hampshire: Cengage Learning EMEA, 2009. ISBN 978-1-4080-114-78
 - KOTLER, P. – ARMSTRONG, G. 2023. Marketing: An Introduction, 15th edition. Pearson Rental. 2023. ISBN 9780137476459
 - OLŠAVSKÝ, F., ŠTARCHOŇ, P., MITKOVÁ, Ľ. – DUDIČ, B. 2022. Dynamics of the Slovak Consumer Behaviour in the Context of Ethnocentrism: Managerial Implications. In: Poljoprivreda i šumarstvo. 2022, 68(3), 7-21. ISSN 1800-9492
 - SMOLKOVÁ, E. – VILČEKOVÁ, L. 2022. Ethnocentrism of Slovak Consumers in Relation to Sustainable Products. In: Sustainable business development perspectives 2022. Proceedings of scientific papers. Brno: Masaryk University Press, 2022, p. 244-253. ISBN 978-80-280-0197-1
 - TUTEN, T. L. 2019. Principles of Marketing for a Digital Age. SAGE Publications Ltd, 2019. ISBN 1526423332 - selected chapters
 - Journals Marketing Science & Inspirations and Marketing&Media
- With regard to new and available resources, supplementary literature will be updated on a continuous basis.

Languages necessary to complete the course:

English

Ethics:

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

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: 172

A	ABS	B	C	D	E	FX
25,58	0,0	25,58	26,74	11,05	6,4	4,65

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

Last change: 17.02.2026

Approved by:

COURSE DESCRIPTION

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

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

The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. 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: 567						
A	ABS	B	C	D	E	FX
33,16	0,0	23,63	17,28	11,46	6,53	7,94
Lecturers: Mgr. František Olšovský, PhD., prof. Mgr. Peter Štarchoň, PhD., doc. JUDr. PhDr. Katarína Gubíniová, PhD., Arusa Khalid, PhD.						
Last change: 23.10.2025						
Approved by:						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/027AM/16	Course title: Marketing Analytics
Educational activities: Type of activities: practicals Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Graded essays on given topic during the semester • Association analysis model: 25% • Cross sell model: 25% • Segmentation model: 25% • Use of data mining in marketing: 25% The overall student rating consists of the sum of the percentages for the analyzed analytical models and the quality of the essays. The individual grades of the grading scale are awarded on the basis of the total number of points / points that reflects the degree of completion of the subject. Grading scale: 100 – 91=A/ 90-81=B/ 80-73=C/ 72-66=D/ 65-60=E/ 59-0=Fx	
Learning outcomes: This course introduces basic concepts, tasks, methods, and techniques in data mining. The emphasis is on various data mining problems and their solutions. Students will develop an understanding of the data mining process and issues, learn various techniques for data mining, and apply the techniques in solving data mining problems using data mining tools and systems. Students will also be exposed to a sample of data mining applications.	
Class syllabus: 1. Basic characteristics of marketing analytics Marketing Research and its components. Role and status of marketing analytics in the organization. Customer Life Cycle. 2. Statistical Software Enterprise Miner Introduction to SAS Enterprise Miner software. Basic terms. Data retrieval, fault finding and missing data records, impute and replacement, data cleansing, data standardization. 3. Types of analysis used in marketing analytics Customer segmentation. Cross Sell, Up Sell, Customer Retention and Customer lifetime value. 4. Customer segmentation	

Definitions, basic types of segmentation. Business rules - Profit ranking, RFM (Recency, Frequency, Monetary), Supervised clustering - Decision tree, Unsupervised clustering - K-means clustering. Creating customer segments.

5. Profiling customer segments

Segmentation strategies. A detailed description of each customer group in terms of their socio-demographic profile, purchasing behavior, experience and needs.

6. Cross Sell and Up Sell.

Definition of terms. Basic components of Cross Sell Modeling. Next Best Offer. Analysis of customer potential for sales of products and services. The analysis provides valuable patterns of buying behavior in the form of transparent outputs. Its conclusions are used in referral systems, when compiling promotional packages, determining the content of promotional catalogs, and especially targeting marketing campaigns to existing customers.

7. Association analysis

Using association analysis (shopping cart analysis) to identify the Next Best Offer. Model results in managing campaigns.

8. Sequence analysis

Using sequential analysis to identify Next Best Offer. Sequence analysis also uses a variable to capture information about the order of product purchase by individual customers. The result is two to multi-element rules that show the sequence of purchases. Using modeling results in managing campaigns.

9. Propensity to Buy

Basic principles of predictive modeling. Practical example of modeling propensity to purchase and interpretation of results. Utilizing modeling results in managing campaigns.

10. Customer Retention

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

11. Modelling customer retention and fraud detection

Which customers will leave next month? Using modeling results to manage the campaigns. Fraud processing. Detection and prevention of fraud in various areas of business (insurance fraud, tax cuts, employee fraud).

12. Customer lifetime value (CLV).

Definition of terms. Basic approaches to calculating the lifetime value of the customer: a) Coverage (sales minus variable costs). b) Marketing and other costs not included in the coverage. c) Probability of purchase over a given time period. Each of these indicators needs to be modeled on the basis of historical trends and predictive indicators.

13. Utilizing CLV in marketing

The CLV expresses true financial value of customers, enables customer segmentation and segmentation according to their financial potential and the subsequent prioritization of customers and resources. The data will help in deciding: To which existing and potential customers do we invest more and into which less? How to redirect resources? What steps to take to maintain a customer who wants leave our company and go to competition? How to increase customers' profitability?

14. Final class

Each student will get the task to create specific model which was explained during the semester. The evaluation will be based on model quality and explanation of its use for marketing purposes.

Recommended literature:

- [1] PARR RUD, O. 2013. Data mining. Praha: Computer Press, 2013. 370 s. ISBN 8072265776
- [2] KEE HO, W. - LUAN, X. 2003. Data mining. North Carolina: University of North Carolina at Chapel Hill [online]. Dostupné z:

<http://www.unc.edu/~xluan/258/datamining.html#history>
 [3] GHANI, R. 2010. Data mining for business applications. Amsterdam: IOS Press, 2010.
 [online]. Dostupné z: <http://site.ebrary.com/lib/uniba/Doc?id=10440450>
 [4] SAS. 2017. Enterprise Miner Tutorial. 2017. [online]. Dostupné z: http://video.sas.com/#category/videos/sas-enterprise-miner_
 [5] SAS. 2017. Analytics in action. 2017. [online]. Dostupné z: <http://video.sas.com/#category/videos/analytics-in-action>
 [6] SAS. 2017. Customer intelligence. 2017. [online]. Dostupné z: http://video.sas.com/detail/videos/trending/video/4059012552001/sas®-enterprise-miner™---pattern-recognition-demo?autoStart=true#category/videos/customer-intelligence_

Languages necessary to complete the course:

English

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.* Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

Notes:

Past grade distribution

Total number of evaluated students: 100

A	ABS	B	C	D	E	FX	M
99,0	0,0	1,0	0,0	0,0	0,0	0,0	0,0

Lecturers: Mgr. Lucia Vilčeková, PhD.

Last change: 03.09.2025

Approved by:

COURSE DESCRIPTION

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

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

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

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

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

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

Recommended literature:

- [1] PARR RUD, O. 2013. Data mining . Prague: Computer Press, 2013. 370 p. ISBN 8072265776
- [2] KEE HO, W. - LUAN, X. 2003. Data mining . North Carolina : University of North Carolina at Chapel Hill [online]. Available from : <http://www.unc.edu/~xluan/258/datamining.html#history>
- [3] GHANI, R. 2010. Data mining for business applications . Amsterdam: IOS Press, 2010. [online]. Available from: <http://site.ebrary.com/lib/uniba/Doc?id=10440450>
- [4] SAS. 2017. Enterprise Miner Tutorial . 2017. [online]. Available from: http://video.sas.com/#category/videos/sas-enterpriseminer_
- [5] SAS. 2017. Analytics in action . 2017. [online]. Available from: <http://video.sas.com/#category/videos/analytics-in-action>
- [6] SAS. 2017. Customer intelligence . 2017. [online]. Available from: http://video.sas.com/detail/videos/trending/video/4059012552001/sas-entriseminer-recognition-demo?autoStart=true#category/videos/customer-intelligence_

Languages necessary to complete the course:

English

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge*. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.							
Notes:							
Past grade distribution							
Total number of evaluated students: 5							
A	ABS	B	C	D	E	FX	M
100,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lecturers: Mgr. Lucia Vilčeková, PhD.							
Last change: 23.10.2025							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/043AM/17	Course title: Marketing Applications
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 1. Continuous work on seminars - 60 % interim evaluation - active engagement and attendance of the student (in case of unjustified absence or unpreparedness to seminar, loss of 10 %) - semester work on selected and approved topic – 60 % 2. Final evaluation – 40 % - Exam – written test using selected application (MS Forms) The overall assessment of students is based on the sum of the percentages obtained for the presented semester project and active participation, as well as the percentages obtained for the exam. The semester project is prepared incrementally during individual seminars, with specific assignments provided one week in advance at each seminar. The semester project is comprehensively evaluated considering its quality, feedback from the lecturer, and other students. The semester project must be completed and submitted no later than one week before the first exam date in either printed or electronic form, or sent via email to the lecturer. Projects submitted after the specified deadline will not be accepted. The semester project is submitted without the possibility of further revisions or exchanges. The maximum length of the theoretical section is one-third of the total paper length. Proper citation of used resources according to ISO 690 and ISO 690-2 standards is required in the project. Scale of assessment (preliminary/final): The individual stages of the classification scale are awarded based on the total number of percentages/points obtained, which reflects the degree of success of the completion of the subject. Scale of assessment (preliminary/final): 60/40.	
Learning outcomes: The aim of the subject is to teach students the application of marketing in various branches of the national economy and forms of entrepreneurship with an emphasis on marketing specifics. Students will broaden their already acquired theoretical marketing knowledge about professional marketing practices in selected sectors, focusing on the most important sectors of the national economy contained in the syllabus. The lesson also includes lectures on the application of marketing in tourism and its follow-up to the spa industry or the historical view of the use of marketing in the business process in family businesses as well as at present.	

Class syllabus:**1. Introduction to the applications of marketing theory into specific industries**

Familiarizing students with the conditions for obtaining credits and with the content of lectures and seminars. Overview of topics and fulfillment of teacher's requirements. Choice of topics by students.

2. Marketing of places: country, town, village

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

3. Marketing of places: country, town, village

Application of marketing of territorial units at the state, city, and village level: specifics of marketing implementation. Examples of the application of marketing of territorial units in Slovakia and abroad.

Examples of creating city marketing partnerships or villages.

4. Marketing in the tourism

Economic importance of the industry. Classification of tourism according to selected criteria. Specifics of marketing in tourism services. The nature of the package of tourism services. Client in the tourism industry. Marketing communication of a tourism business.

5. Marketing in the tourism

Marketing communication mix of the tourism business. Travel agencies and service intermediaries. Business in tourism. Statistical data of overnight stays in Slovakia, broken down by country and nationality, current data.

6. Marketing in the spa industry

The current issue will deal with the use of marketing theory in the CR spa industry. Economics of the spa industry. Entities participating in the spa industry. The nature of the services offered to customers—spa guests, visitors, and patients.

7. Marketing in the spa industry

Slovak spa towns and spa marketing. Partnership of the city and spa companies. Spa and promotion of the region. The use of marketing in the spa industry and in spa towns.

8. Marketing in family businesses

Definition of family business according to selected EU countries. Family business and its role in the national economy. Reasons for the existence of a family business. Inheritance of the family business. Countries/continents with the largest number of family businesses. Marketing features of family businesses. The tradition and know-how of the family business. Historical genesis of family businesses.

Slovak family businesses and their use of marketing.

9. Marketing in family businesses

Application of marketing theory in the practice of family businesses. Practical examples of the use of marketing at the oldest family businesses in the world. Examples of the use of marketing in family businesses in selected EU countries. Generations and succession in a family business.

10. Marketing in the sport industry

The issue will be dealt with through the use of marketing theory in sport. Introduction to marketing in sports. History of the use of marketing in sports. Marketing methods and tools in sports. Brand management and sponsoring. Activation of sponsors.

11. Marketing in the sport industry

The current issue is creating and implementing a plan for marketing in a sports club. Marketing strategy in a sports club. Merchandising and fan engagement. Brand building in sports. Brand rebranding in sports.

12. Marketing in the retail

Defining retail and wholesale, the purchase process of a store, customer decision-making when choosing a product, trade margin, its use, and the method of determining the trade margin. The development of trade as an industry during the crisis years, the decline in sales for some activities and the subsequent use of marketing, the division of spaces in the trade, marketing tools used for sales support and others.

13. Marketing in the retail

Merchandising—definitions, terminology in the trade industry, explanation of technical terms in the trade industry, strategic form of selling goods, merchandising management, strategic merchandising of a retail unit, its goals and dimensions, and history of merchandising. Breakdown of merchandising.

14. Presentation of student projects.

Recommended literature:

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

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

Languages necessary to complete the course:

English language

Ethics:

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

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: 74

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

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

Last change: 23.10.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/084AM/21	Course title: Marketing Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: For the grade A, at least 91 points are needed, for B at least 81 points, for C at least 73 points, for D at least 66 points, for E at least 60 points. If a student receives less than 60 points, he will fail and will get Fx evaluation. Scale of assessment (preliminary/final): 40:60	
Learning outcomes: The aim of the course is, after completion of the acquisition of the knowledge of the foundations of marketing in the bachelor degree study and dealing of basic "marketing alphabet" explore options for addressing the problems faced by the current practice of marketing management. It solves the problems of lack of effectiveness of marketing activities and proposes ways to measure their effectiveness, as in the ever-increasing expenditure on marketing is an ever smaller economic effect of them. How to proceed in this situation? How to deal with rising spending on marketing in the high competition environment? The answers to these questions provide an object which is a practical guide how to do it in the current competitive environment, which is in the field of marketing management increasingly tougher course is focused on acquiring the principles of rationality in marketing management. Based on an analysis of reviews of the criticisms of marketing and the trend of sustainability in marketing management organizations on the threshold of the third millennium.	
Class syllabus: 1. Why Sustainable Marketing? 2. Critical Marketing. 3. The Sustainable Consumer and Buyer Behaviour. 4. Sustainable Marketing Planning. 5. Sustainable Product Strategy – Customer Benefits. 6. Sustainable Price Strategy – Cost to Customers. 7. Sustainable Distribution Strategy – Convenience. 8. Sustainable Communication Strategy. 9. Marketing Themes in the 21st Century – Relationship Marketing. 10. Marketing Themes in the 21st Century – Internal Marketing. 11. Marketing Themes in the 21st Century – Sustainable Entrepreneurship.	

12. Measurement of marketing activities and investments within the organization and the creation and organization of activities in the building of a unique marketing management within the organization. 13. Summary of the course and the lecture on actual topic.																							
Recommended literature: [1] AMATULLI, C. – DE ANGELIS, M. – COSTABILE, M. 2017. Sustainable Luxury Brands. Evidence from Research and Implications for Managers. London : Macmillan, 2017, 259 p. ISBN 978-1-137-60158-2 [2] BELZ, F. M. – PEATTIE, K. 2011. Sustainability Marketing. A Global Perspective. West Sussex : John Wiley & Sons, 2011. ISBN 978-0-470-51922-6 [3] BRIDGES, C. M. – WILHELM, W. B. 2008. Going Beyond Green: The „Why and How“ of Integrating Sustainability Into the Marketing Curriculum. In : Journal of Marketing Education. 2008, Vol. 30, No. 1, p. 33-46. ISSN 0273-4753 [4] HACKLEY, Ch. 2009. Marketing. A Critical Introduction. London : Sage Publications, 2009. 186 p. ISBN 978-1-4129-1149-8 [5] RICHARDSON, N. 2020. Sustainable Marketing Planning. London : Routledge, 2020, 271 p. ISBN 978-0-367-02521-2 [6] Databases of University Library, Slovak Centre of Scientific and Technical Information.																							
Languages necessary to complete the course: English																							
Ethics: 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: 221 <table border="1"> <tr> <th>A</th><th>ABS</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th><th>M</th></tr> <tr> <td>37,1</td><td>0,0</td><td>30,32</td><td>10,86</td><td>6,79</td><td>6,79</td><td>7,24</td><td>0,9</td></tr> </table>								A	ABS	B	C	D	E	FX	M	37,1	0,0	30,32	10,86	6,79	6,79	7,24	0,9
A	ABS	B	C	D	E	FX	M																
37,1	0,0	30,32	10,86	6,79	6,79	7,24	0,9																

Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., prof. Mgr. Peter Štarchoň, PhD., Arusa Khalid, PhD.
Last change: 23.10.2025
Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/028AM/16	Course title: Marketing Research
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 40 % research project. Evaluation will be based on the quality level of the research project. 60 % final test. Final test will be composed as combination of open and closed questions from lectures and project. Written, online test using the selected application (MS Forms) Electronic communication and method of distribution of study materials is carried out by MS Teams application.. The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students develop a research project independently according to the teacher's assignment. Semester project is handed out without the possibility of additional adjustments and additional exchanges. Exam dates will be determined based on the coordination of dates no later than 1 week before the start of the exam period. Scale of assessment (preliminary/final): 40/60	
Learning outcomes: After completing the course students will be able to analyze and interpret data that are used in marketing practice. They will obtain the ability and skills required to work in managerial and professional positions using the information in the context of marketing management. Students will be eligible to solve complex problems related to research and they will be able to analyze the market and customers..	
Class syllabus: 1. The role of marketing research in management of marketing activities – introduction. 2. Process of marketing research. 3. Typology of marketing research. 4. Survey as marketing research method. 5. Observation as marketing research method. 6. Experimental design in marketing research. 7. Sampling. 8. Panel research and omnibus research. 9. Data analysis – descriptive analysis: one-dimensional, two-dimensional and multidimensional	

descriptive analysis.

10. Hypothesis testing.

11. Data analysis – advanced analysis: regression analysis, correlation coefficient, factor analysis.

12. Data analysis – advanced analysis: structural equation modeling, cluster analysis and conjoint analysis.

13. Tendencies in the development of marketing research.

Recommended literature:

- DARYANTO, A.: An Introduction to Quantitative Research Methods for Marketing: Tools and Techniques Using SPSS and R, Routledge, 2025. ISBN 978-1-032-52564-8
- HAGUE, P. N., HAGUE, N., 2004. Market Research in Practice: A Guide to the Basics. Pages: 257, Publisher: Kogan Page Ltd, 2004. E-source: <<http://site.ebrary.com/lib/uniba/Doc?id=10084442>>
 - CHURCHILL, A. G. – IACOBUCCI, D., 2010. Marketing Research. Methodological Foundations. South-Western, Cengage Learning, 2010. ISBN 0-538-74377-8
 - KUMAR, V., 2015. Marketing research. A global Outlook. New Dehli: Sage Publications, 2015. ISBN 978-93-515-0248-7
 - SCHARRER, E. a RAMASUBRAMANIAN, S., 2021. Quantitative Research Methods in Communication. The Power of Numbers for Social Justice. Rountledge, 2021. ISBN 978-0-367-54785-1

Languages necessary to complete the course:

English

Ethics:

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: 295							
A	ABS	B	C	D	E	FX	M
78,98	0,0	14,92	3,39	0,68	0,34	1,36	0,34
Lecturers: Mgr. Lucia Vilčeková, PhD.							
Last change: 16.02.2026							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/029AM/16	Course title: Marketing Research
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 40 % research project. Evaluation will be based on the quality level of the research project. 60 % final test. Final test will be composed as combination of open and closed questions from lectures and project. Written, online test using the selected application (MS Forms) Electronic communication and method of distribution of study materials is carried out by MS Teams application. The semester project is elaborated continuously at individual seminars, namely the assignment is always given one week in advance at the seminar. Students develop a research project independently according to the teacher's assignment. Semester project is handed out without the possibility of additional adjustments and additional exchanges. Exam dates will be determined based on the coordination of dates no later than 1 week before the start of the exam period. Scale of assessment (preliminary/final): 40:60	
Learning outcomes: After completing the course students will be able to analyze and interpret data that are used in marketing practice. They will obtain the ability and skills required to work in managerial and professional positions using the information in the context of marketing management. Students will be eligible to solve complex problems related to research and they will be able to analyze the market and customers.	
Class syllabus: 1. The role of marketing research in management of marketing activities – introduction. 2. Process of marketing research. 3. Typology of marketing research. 4. Survey as marketing research method. 5. Observation as marketing research method. 6. Experimental design in marketing research. 7. Sampling. 8. Panel research and omnibus research. 9. Data analysis – descriptive analysis: one-dimensional, two-dimensional and multidimensional descriptive analysis.	

10. Hypothesis testing.
11. Data analysis – advanced analysis: regression analysis, correlation coefficient, factor analysis.
12. Data analysis – advanced analysis: structural equation modeling, cluster analysis and conjoint analysis.
13. Tendencies in the development of marketing research.

Recommended literature:

- BRADLEY, N., 2013. Marketing Research tools and Techniques. Oxford: Oxford University Press, 2013. ISBN 978-0-19-965509-0
- HAGUE, P. N., HAGUE, N., 2004. Market Research in Practice: A Guide to the Basics. Pages: 257, Publisher: Kogan Page Ltd, 2004. E-source: <<http://site.ebrary.com/lib/uniba/Doc?id=10084442>>
- CHURCHILL, A. G. – IACOBUCCI, D., 2010. Marketing Research. Methodological Foundations. South-Western, Cengage Learning, 2010. ISBN 0-538-74377-8
- KUMAR, V., 2015. Marketing research. A global Outlook. New Dehli: Sage Publications, 2015. ISBN 978-93-515-0248-7
- SCHARRER, E. a RAMASUBRAMANIAN, S., 2021. Quantitative Research Methods in Cmmunication. The Power of Numbers for Social Justice. Rountledge, 2021. ISBN 978-0-367-54785-1.

Languages necessary to complete the course:

English

Ethics:

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

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Notes:

Past grade distribution

Total number of evaluated students: 363

A	ABS	B	C	D	E	FX	M
87,33	0,0	9,09	2,48	0,0	1,1	0,0	0,0

Lecturers: Mgr. Lucia Vilčeková, PhD.
Last change: 23.10.2025
Approved by:

COURSE DESCRIPTION

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

Some economical applications.

Recommended literature:

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

Languages necessary to complete the course:

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 180

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

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

Last change: 01.06.2024
Approved by:

COURSE DESCRIPTION

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

USA : Cengage Learning, 2018. 836 s. ISBN 978-1-305-58512-6. Light economic reading : 1. Freakonomics series by Levitt and Dubner - http://freakonomics.com/books/ 2. Spousonomics by Szuchman and Anderson. https://www.goodreads.com/book/show/9292810-spousonomics 3. The Worldly Philosophers by Heilbroner https://www.goodreads.com/book/show/82120.The_Worldly_Philosophers 5. Economix by Goodwin http://economixcomix.com							
Languages necessary to complete the course: Languages necessary to complete the course: English							
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <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: 252							
A	ABS	B	C	D	E	FX	M
2,78	0,0	6,35	15,08	15,87	25,4	32,94	1,59
Lecturers: Mgr. Michal Páleník, PhD., doc. PhDr. Paulína Mihaľová, PhD., prof. Ing. Vladimír Gazda, PhD.							
Last change: 21.02.2025							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KKM/279AM/21	Course title: Modeling of Economic Processes
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Course evaluation during the semester: 2 written test in the middle and at the end of the semester for 20 points (max. 40 points). The test can be taken in an alternate time during the semester, if the student proves his / her absence by a medicine confirmation. According to the University Act, a student can have max 2 absences. Next absence will be evaluated by -1 point in the final assessment. Assessment of the subject during the Examinations period: The final written exam (100 minutes). Students will work on assigned tasks for the specified time data. (max. 60 points) Examination: the student can take 1 regular and one resid term. The student passes the subject if he/she gets at least 24 points from the interim assessments and at least 36 points from the exam. The points that the student gets during the semester and from the exam are included in the final grade for the subject. Scale of assessment (preliminary/final): 40/60	
Learning outcomes: The course provides a basic introduction to modern time series analysis. We will cover time series regression and exploratory data analysis, ARMA/ARIMA models, model identification / estimation /linear operators' models. Moreover, the using of the linear regression models in economy will be introduced. The analyses will be performed using Wolfram Mathematica or R-software. By completing the course, the student will be able to analyze the problems of the time series and to model selected economic problems. Course objectives are to learn basic analysis of time series data; learn basic concepts in time series regression; learn auto - regressive and model averaging models; learn basic concepts of economic regression models. Students gain the experience with some managerial applications of various econometric methods and with some applications in economy.	
Class syllabus:	

Time series and their statistical characteristics. Linear time series analysis and its applications. ARIMA models - Box-Jenkins methodology. Unit root tests. Applications of regression models in economy.							
Recommended literature: BOHDALOVÁ, M., 2024: Online study materials available at: https://moodle.uniba.sk/course/view.php?id=3085 CIPRA, T. 2020. Time Series in Economics and Finance. Springer: Prague, 2020. 409 p., ISBN 978-3-030-46346-5 GUJARATI, D. N., PORTER, D. C., 2009: Basic Econometrics. McGraw-Hill International Edition. VERCELIS, C., 2009: Business Intelligence: Data Mining and Optimization for Decision Making. John Wiley & Sons Ltd. (chapters 4-9) RUEY S. TSAY, 2010: Analysis of Financial Time Series. John Wiley & Sons, Inc., ISBN 978-0-470-41435-4							
Languages necessary to complete the course: english							
Ethics: 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: MS Teams code: 19kar5g							
Past grade distribution Total number of evaluated students: 80							
A	ABS	B	C	D	E	FX	M
6,25	0,0	22,5	17,5	17,5	28,75	7,5	0,0
Lecturers: doc. RNDr. Mária Bohdalová, PhD., Mgr. Peter Knížat, PhD., MSc.							
Last change: 16.02.2025							

Approved by:

COURSE DESCRIPTION

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

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

Recommended literature:

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

Languages necessary to complete the course:

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.* Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, *a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written*

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

Notes:

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

Past grade distribution

Total number of evaluated students: 180

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

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

Last change: 16.02.2026

Approved by:

COURSE DESCRIPTION

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

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

Languages necessary to complete the course:

English

Ethics:

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: 311

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

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

Last change: 11.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/063AM/17	Course title: New Venture Strategy and Financing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Type, volume, methods and workload of the student - additional information Type of activities: lecture and seminar; Number of hours: per week: 2 per level/semester: 28; Form of the course: combined	
Number of credits: 6	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Financial Management, Accounting	
Course requirements: Midterm grade for the semester (85 percent), exam in the exam period (15 percent). Continuous assessment: 3 midterm tests: $3 \times 5 = 15\%$; project work presented in three parts: $3 \times 20 = 60\%$; final presentation: 10 points. Final test on the exam: 15 points. The assessment of the course is in accordance with the UK Study Regulations and the individual grades of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success in completing the course. A minimum of 91 per cent is required for an A grade, a minimum of 81 per cent for a B grade, a minimum of 73 per cent for a C grade, a minimum of 66 per cent for a D grade and a minimum of 60 per cent for an E grade. Credit will not be awarded to a student who receives less than 60 percent. Scale of assessment (preliminary/final): 85/15 Scale of assessment (preliminary/final): 85/15	
Learning outcomes: Familiarization with the essence and specifics of building start-ups with high growth potential the so-called new ventures at different stages of their life cycle. Understanding the life cycle of new ventures with emphasis on financing options and interrelationships. Acquire practical skills in the application of selected methods of strategic planning and financing of new ventures by using a number of "tools" containing trained methods and models, working on assignments of specific start-ups. These are very practical tools, which have a wide application both in the management of specific new ventures and in the analytical departments of financial institutions and audit firms. Solving practical assignments of start-ups related to the studied issue.	
Class syllabus:	

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

Recommended literature:

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

Languages necessary to complete the course:

English

Ethics:

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: 155

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

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

Last change: 06.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/022AB/16	Course title: Operations Management and Logistics
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Completed Course on Basics of Management	
Course requirements: The grade you receive for the course will be based on the following tasks. Students are obliged to write two seminary works. The evaluation consists of three parts: (1) Attendance 20%, (2) Seminary work from Operations Management 40%, (3) Seminary work from Logistics 40%. Total 100%. The final grade is derived using Comenius University Bratislava's decimal grading system based on the following scale: A = 91-100%, excellent; B = 81-90%, very good; C = 73-80%, good; D = 66-72%, satisfactory; E = 65-60%, sufficient; FX = 0-59%, insufficient.	
Learning outcomes: The aim of the course is to provide students with basic knowledge and skills from two management areas – operations management and logistics – that closely correlate. After successful completion of the course student will be able to: • Understand the importance and functions of operations management and explain the basic managerial terms and processes. • Apply systematic, professional, and creative approach to identify and address the problems and challenges in productivity improvement. • Understand the role of software systems for production planning and control • Understand the core concepts of digital manufacturing and digital twin. • To apply principles of sustainable manufacturing. • Understand the importance and functions of logistics and SCM. • Understand the principles of purchasing, procurement, and sourcing in logistics. • Analyze the inventory and warehouse management systems. • Describe the new approaches in logistics transportation systems.	
Class syllabus: 1. Characteristics of Operations Management and Production System 2. Productivity Management 3. ERP a MES Systems	

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

Recommended literature:

Obligatory:

- [1] HEIZER, Jay H., RENDER, Barry, MUNSON, Chuck. Operations Management: Sustainability and Supply Chain Management. 13th edition. Harlow: Pearson, 2020. ISBN 978-1-292-29503-9.
- [2] SULLIVAN, Mac, KERN, Johannes, eds. The Digital Transformation of Logistics: Demystifying Impacts of the Fourth Industrial Revolution. Hoboken, New Jersey: Wiley-IEEE Press, 2021. ISBN 978-1-119-64640-2.
- [3] BURGHART, Stephanie, FEKETE, Milan. Risk Management of Procurement of the German Medium-Sized Industrial Companies with the Focus on Security of Supply. In: KRYVINSKA, Natalia, PONISZEWSKA-MARAÑDA, Aneta, eds. Developments in Information & Knowledge Management for Business Applications. Cham: Springer, 2022, pp. 321-359. ISBN 978-3-030-77915-3.

Recommended:

- [4] BUSCHER, Udo, LASCH, Rainer, SCHÖNBERGER, Jörn, eds. Logistics Management. Cham: Springer, 2021. ISBN 978-3-030-85842-1.
- [5] NAYYAR, Anand, KUMAR, Akshi, eds. A Roadmap to Industry 4.0: Smart Production, Sharp Business and Sustainable Development. Cham: Springer, 2020. ISBN 978-3-030-14543-9.
- The home page of the FMCU library is: <https://www.fm.uniba.sk/pracoviska/kniznica-fm-uk/>. On this address, you can find various bibliography sources. You can also utilize web pages, like Google Scholar <https://scholar.google.com/> which is also recommended.

Languages necessary to complete the course:

English language

Ethics:

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 course is provided only in the summer semester.

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

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

Past grade distribution

Total number of evaluated students: 407

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

Lecturers: doc. Ing. Milan Fekete, PhD.

Last change: 14.05.2022

Approved by:

COURSE DESCRIPTION

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

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

Recommended literature:

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

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

Jordan, F. P., & Lašáková, A. (2023). Alex in Kuwait: clash of cultures amidst automation. *Emerald Emerging Markets Case Studies*, 13(4), 1-29. Lašáková, A., Vojteková, M., & Procházková, L. (2023). What (de) motivates gen Z women and gen Z men at work? Comparative study of gender differences in the young generation's motivation. *Journal of Business Economics and Management*, 24(4), 771-796. Lašáková, A. – Remišová, A. – Kirchmayer, Z.: Are managers in Slovakia ethical leaders? Key findings on the level of ethical leadership in the Slovak business environment. In: *Periodica Polytechnica Social and Management Sciences*. - roč. 25, č. 2 (2017), s. 87-96. Lašáková, A. – Remišová, A.: On organisational factors that elicit managerial unethical decision-making. In: *Ekonomický časopis*. - roč. 65, č. 4, (2017), s. 334-354. Lašáková, A. - Bajžíková, Ľ. - Dedze, I. (2017). Barriers and drivers of innovation in higher education: Case study-based evidence across ten European universities. *International Journal of Educational Development*, 55, 69-79. Rudy, J.: *Management and Chaos Theory*. Bratislava: Faber, 1997. Comenius University Academic Library website – external information resources available to Comenius University at: <https://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademickakniznica-uk/externe-informacne-zdroje/> Journals: *Organizational Behavior and Human Decision Processes*, *Organizational Dynamics*, *Organization Science*, *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Business Horizons*, *Human Relations*, *Journal of Personality and Social Psychology*, *Harvard Business Review* Other resources will be continuously added and updated (taking into account new and available resources). Note: Additional recommended literature to each topic is included in the syllabus.

Languages necessary to complete the course:

English

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge*. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

Notes:

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

Past grade distribution

Total number of evaluated students: 194

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

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

Last change: 11.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/036AB/19	Course title: Organizational Cultures
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: 40% - active participation in class discussions and case studies analyses 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 provides basics in organizational culture theory, namely the principles of emergence of organisational culture, its characteristics and actors influencing its emergence, evolution, and change, as well as its influence on an organization's functioning. On completion of this course the student will be able to understand what organizational culture is, identify and characterize an organizational culture in an organization, identify the impact of the organizational culture on the organization's functioning.	
Class syllabus: 1. Introduction to organizational cultures (definitions, types, characteristics, consequences). 2. Substance and forms of organizational culture. 3. Organizational socialization. 4. Subcultures and countercultures. 5. Change of organizational culture. 6. Diagnosis of culture (dimensions and typologies). 7. Organizational and national culture. 8. Culture and its impact on the organization's functioning.	
Recommended literature: [1] BROWN, A. Organisational culture. London: Financial Times Management, 1998. [2] TRICE, H. M., BEYER, J. M. The Cultures of Work Organizations. Englewood Cliffs: Prentice Hall, 1993. [3] LEWIS, R.D. When cultures collide: Leading across cultures. London: Nicholas Brealey International, 2018.	

- [4] TROMPENAARS, F., HAMPDEN-TURNER, CH., Riding the Waves of Culture: Understanding Diversity in Global Business. New York: McGraw-Hill Education, 2012.
- [5] STEERS, R. M., SANCHES-RUNDE, C. J., NARDON, L. Management Across Cultures: Challenges and Strategies. Cambridge: Cambridge University Press, 2011.
- [6] HOFSTEDE, G., HOFSTEDE, G. J., MINKOV, M. Cultures and Organizations: Software of the Mind. New York: McGraw-Hill, 2010.
- [7] TROMPENNARS, F., WOOLLIAMS, P. Business Across Cultures. Chichester: Capstone, 2004.
- [8] SCHNEIDER, S. C., BARSOUX, J. L. Managing Across Cultures. London: Prentice Hall, 2002.
- [9] CRANE, R. 2000. European Business Cultures. London: Prentice Hall Europe, 2000.

Languages necessary to complete the course:

English

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge*. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

Notes:

Past grade distribution

Total number of evaluated students: 25

A	ABS	B	C	D	E	FX	M
60,0	0,0	32,0	4,0	4,0	0,0	0,0	0,0

Lecturers: doc. PhDr. Lukáš Copuš, PhD.

Last change: 16.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/077AB/21	Course title: Personnel Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: During the semester the student has the possibility to get 60% of the total number of points. 40% of the total number of points consists of the exam after leaving the class. 100% = 100 points. The minimum E rating is 60 points. Tasks cannot be retrospectively presented and earned points. - 30% assignments and their in time presentations during the semester in scheduled week - 15% TEST 1 (week 7, covers topics from weeks 1-5) - 15% TEST 2 (week 11, covers topics from weeks 6-10) - 40% final oral exam Scale of assessment (preliminary/final): 60/40	
Learning outcomes: COURSE OBJECTIVES OR LEARNING OUTCOMES: Human Resource Management provides an overview of the fundamentals of human resource management and the impact and importance of these concepts and principles in an organization. It is designed to build a broad foundation of knowledge and skills required for managing human resources. The course has wide appeal and assists both Human Resource Professionals and Human Resource Managers (line or operational managers) in managing human resources more effectively and efficiently. The course will focus on seven major topic areas: - Strategic Human Resource Management; - Planning Human Resources; - Attracting and Selecting Human Resources; - Placing, Developing and Evaluating Human Resources; - Motivating and Rewarding Human Resources; - Maintaining High Performance; and - Human Resource Management in the Global Context. Upon completion of the course, students will understand the fundamentals of human resource management and be able to evaluate how these functions can affect an organization.	
Class syllabus: 1. Introduction to HR management and strategic HR management. Trends influencing HRM. 2. Job Analysis. Managing Work Flows.	

3. Human Resource Planning. Strana: 2 4. Recruitment, 5. Selection of employees. 6. Performance management. TEST 1. 7. Training of employees. 8. Career development of employees and career management. 9. Work Motivation. 10. Managing Rewards, Compensation 11. Employee Retention, Turnover and Absenteeism. TEST 2. 12. Downsizing and outplacement. Decruitment. Termination of contract. 13. Managing Employee Relations, Labor unions & collective bargaining
Recommended literature: Required: [1] Dessler, G. (2024) Human resource management (17th edition). Pearson. 688 p. ISBN-13: 978-1-292-44987-6 [2] Dessler, G. (2020) Human resource management (16th edition). Pearson. 720 p. ISBN-13: 978-1-292-30912-5 Recommended: [1] Dessler, G. (2016) Human resource management (15th edition). Pearson. 711 p. ISBN-13: 978-0134237510 [2] Carbery, R., Cross, C. (2013) Human Resource Management – A Concise Introduction. 269 p. ISBN 978-1-137-00939-5 Copies are available at the school library. [3] Saks, A.M. & Haccoun, R.R. (2019) Managing performance through training and development (8th ed.). Nelson. 492 p. ISBN: 9780176798079 [4] Martocchio, J.J. & Martocchio, J. (2019) Human Resource Management (15th edition). Pearson. ISBN: 9780134739724 [5] Carbery, R., Cross, C. (2019) Human Resource Management. 329 p. ISBN 978-1-137-00939-5 Mondy, R. Wayne Dean (2013) Human Resource Management, (13th ed.). Pearson. 432 p. ISBN 978-1-352-00402-1 [6] Groschl, S. et al. (2009) International human resource management. Nelson. ISBN:9780176440978 Houndmills, Basingstoke, Hampshire: Palgrave Macmillan. [7] Human Resource Management. (2011) University of Minnesota Libraries Publishing [online] Available at: https://open.lib.umn.edu/humanresourcemanagement/ [8] Journal of Human Resource Management. Bratislava: Comenius University, Faculty of Management. ISSN 2453-7683. Selected Case Studies
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <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</i>

knowledge. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

Notes:

PARTICIPATION IN CLASS

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

Past grade distribution

Total number of evaluated students: 211

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

Lecturers: Mgr. Michaela Poláková, PhD.

Last change: 04.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/194AM/24	Course title: Practical Financial Markets
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/220AB/16	Course title: Principles of Financial Accounting I
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/220AB/22	Course title: Principles of Financial Accounting I
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Type, volume, methods and workload of the student - additional information compulsory course, 5 ECTS credits	
Number of credits: 5	
Recommended semester: 3.	
Educational level: I.	
Prerequisites:	
Course requirements: 1 Homework problem for lecture * 5% 10 Homework assignments (weekly) * 10% Midterm exam 1 15% Midterm exam 2 15% 1 Final exam 55% Total 100% Scale of assessment (preliminary/final): 50/50	
Learning outcomes: The goal of the subject is to master basic accounting procedures for double-entry accounting for entrepreneurs and process of the financial statements preparation and their interpretation. After the course, students will be able to: 1. Understand accounting cycle, 2. Analyze financial statements of companies with respect to industrial sectors, 3. Prepare three basic financial statements - Balance sheet, Income statement, Retained Earnings Statement, 4. Analyze three basic financial statements, 5. Analyze impact of internal decisions on company financial accounting, 6. Understand and analyze parts of a balance sheet - assets and liabilities and equity, 7. Understand basics of asset reporting - acquisition, depreciation and disposal, 8. Analyze sources of financing - liabilities and shareholders equity, 9. Analyze and work with accounting for financial instruments - bonds, 10. Understand and analyze revenue recognition and expense recognition principles in companies	
Class syllabus: 1 Introduction to financial statements 2 Financial statements	

3 Financial statements 4 The accounting information system, accounting equation 5 The accounting information system, Debits, Credits, Journal entries, T-accounts 6 Introduction to accrual accounting concepts, Adjusting entries 7 Repetition 8 Mid-term exam 9 Accrual accounting concepts, Adjusting entries 10 Merchandising operations 11 Merchandising operations 12 The statement of cash flows 13 The financial analysis: Horizontal and vertical analysis 14 Repetition
Recommended literature: • Papíková, L.: Principles of Financial Accounting I: Theory and Practice, 2026 • Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso: Accounting Tools for Business Decision Making, WileyPLUS, 7th Edition, 2013 • Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso: Accounting Principles, WileyPLUS, 12th edition, 2015 • Saxunova, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019 • www.ifrs.org, www.fasb.org
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.
Notes:

Past grade distribution							
Total number of evaluated students: 7							
A	ABS	B	C	D	E	FX	M
57,14	0,0	0,0	14,29	14,29	0,0	14,29	0,0
Lecturers: prof. RNDr. Darina Saxunová, PhD., Mgr. Lenka Papíková, PhD.							
Last change: 07.02.2026							
Approved by:							

COURSE DESCRIPTION

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

WileyPLUS, 12th edition, 2015 - Saxunova, D. 2019. Financial Statements for the Needs of Managers -Global Accounting Standards: US GAAP and IFRS. Prague: Wolters Kluwer, 2019							
Languages necessary to complete the course: English							
Ethics: 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: 395							
A	ABS	B	C	D	E	FX	M
10,13	0,0	19,24	21,77	18,99	15,44	11,65	2,78
Lecturers: prof. RNDr. Darina Saxunová, PhD., Mgr. Lenka Papíková, PhD., Mgr. Rita Szalai, PhD.							
Last change: 12.09.2025							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/051B/16	Course title: Project Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

Past grade distribution							
Total number of evaluated students: 1993							
A	ABS	B	C	D	E	FX	M
16,16	0,0	25,04	21,98	14,8	9,38	5,82	6,82
Lecturers: prof. Ing. Ján Papula, PhD., Ing. Peter Balco, PhD., Mgr. Petronela Klačanská, PhD., doc. Mgr. Lucia Kohnová, PhD., prof. Ing. Natalia Kryvinska, PhD., Ing. Diana Bednarčíková, PhD., Mgr. Miriam Filipová, PhD., Mgr. Nikola Salajová, PhD.							
Last change: 16.02.2026							
Approved by:							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/276AM/21	Course title: Project Management - Advanced
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: During the semester, the student has the opportunity to earn 60 percent for the submission and presentation of three part of the semester work. • Presentations of a specific topic on a theoretical level - 15 percent. • Presentations of a specific topic on a practical level (from a specific organization) - 15 percent. • Developed internal methodology for project management - 30 percent. During the exam period, it is possible to get 40 percent from the written test. The evaluation of the course is in accordance with the Study Regulations of Univerzita Komenského and the individual levels of classification scales are awarded on the basis of the points system applied, which reflects the degree success in completing the course. Scale of assessment (preliminary/final): 60/40	
Learning outcomes: By completing the course the student will gain specific knowledge of multi-project issues management, in particular from the point of view of the organization and setting up of the system of coordination of planning processes, monitoring and control of parallel projects in the organization. After completing the course, students should be able to compile a methodology of project management for organization. The course develops knowledge of project management in the broader context of organizational management, points out the relationships and possibilities of application of project approach and project techniques in organization management. The course is set in close cooperation with representatives of business and managerial practice, such as also on the basis of own research in the field of project management and the use of methodologies project management.	
Class syllabus: The aim of the course is to supplement and develop the already acquired knowledge of project issues management. To acquaint students with the specifics of project management, especially from the point of view project portfolio management (multi-project management) in the context of organizational management. The aim of the course is also to acquaint students with the main methodologies of the project	

management in an experiential form.

The aim of the exercise is to gain specific knowledge of multi-project management, in particular from the point of view of the organization and setting up of the system of coordination of planning, monitoring and

control of parallel projects in the organization.

Project management process, basic types of risks, project management process, products, roles metrics, project life cycle, stages (phases) of the project - project start, project planning, project implementation, project closure. The place of project management in the organizational structure, models of organizational structures, team project management.

Project planning, content of the planning process, planning procedure, documentation planning process.

Hierarchical structure of project activities, time planning tools.

Project implementation management process, content of project implementation management process, tools for monitoring the status of project implementation, control mechanisms.

Project and investment. Demand analysis and forecasting methods. Capacities and project recalculations, content of project calculations, time funds, capacity, limiting conditions. Planning budget, impact of limited resources, risks and reserves. Investment efficiency, principles, stages evaluation, evaluation methods and criteria.

Feasibility study, goals, strategy, marketing strategy, market analysis and production volumes, material inputs and energy, workforce, location of the project in the environment, technology and technical support of the project, implementation plan of the project, economic evaluation of the project.

Strategic planning, other project procedures, selection of project procedure as correct apply processes, factors influencing the selection and adaptation of the process, possibilities of adaptation selected process.

Recommended literature:

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

978-80-251-1526-8 [13] Webové sídlo Akademickej knižnice UK – externé informačné zdroje prístupné pre UK: http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/ . [14] Ďalšie zdroje budú priebežne dopĺňané a aktualizované (vzhľadom na nové a dostupné zdroje).							
Languages necessary to complete the course: English							
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge</i> . Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject</i> . Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.							
Notes:							
Past grade distribution Total number of evaluated students: 169							
A	ABS	B	C	D	E	FX	M
17,75	0,0	25,44	20,71	18,34	11,83	4,14	1,78
Lecturers: Ing. Peter Balco, PhD., Mgr. Sharon Cheronu Murgor, Mgr. Miriam Filipová, PhD.							
Last change: 01.10.2021							
Approved by:							

COURSE DESCRIPTION

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

8. Change management in project management, change management process, register of open points 9. Project budgeting and return on investment 10. Project management tools, software support, MS project, MS Visio 11. Consultations and preparation of presentations for semester projects 12. Presentation of semester projects 13. Summary and conclusion of the subject Scope of Exercises: 1. Division of students into teams, assignment of teams to a semester project, assignment of tasks for the next exercise, Creating a rationale for the project 2. Presentations of team preparations - Creating the rationale of the project, assigning tasks for the next exercise, Creating the organizational structure of the project team 3. Presentations of team preparations - Creating the organizational structure of the project team, assigning tasks for the next exercise, Creating the RACI matrix 4. Presentations of team preparations - Creating a RACI matrix, assigning tasks for the next exercise, Creating project plans 5. Presentations of team preparations - Creating project plans, assigning tasks for the next exercise, Design of qualitative indicators of the project, quality register 6. Presentations of team preparations - Design of qualitative indicators of the project, quality register, assignment of tasks for the next exercise, Identification of project risks, risk register 7. Presentations of team preparations - Identification of project risks, risk register, assignment of tasks for the next exercise, Identification of project changes, register of open points 8. Presentations of team preparations - Identification of project changes, register of open points, assignment of tasks to the next exercise, Project budgeting and return on project investment 9. Presentations of team preparations - Creation of the project budget and return on project investment, assignment of tasks for the next exercise, Creation of a project plan in the SW application MS Project 10. Presentations of team preparations - Creating a project plan in the SW application MS Project 11. Consultations and preparation of presentations for semester projects 12. Presentation of semester projects 13. Summary and conclusion of the subject
Recommended literature: PRINCE2, Managing Successful Projects with PRINCE2, www.tso.co.uk Project Management For Dummies, http://ce.sharif.edu/courses/90-91/1/ce428-1/resources/root/ebooksclub.org__Project_Management_For_Dummies__3rd_Edition.pdf
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations

arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

Notes:

Past grade distribution

Total number of evaluated students: 267

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

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

Last change: 03.02.2021

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/049AM/16	Course title: Risk Management I
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Presentations of the results of the assignments stated during semester. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 100/0	
Learning outcomes: Course on the one hand, deepens understanding of the bank management and on the other side extends the knowledge from risk management field (with emphasis on current international regulations) in accordance with the best practices applied at current practice. Students gain practical experience through a numerous assignments solving that are related to current analysis and risk management practices in commercial banks and use concrete commercial banks data. Course creates solid knowledge basis for further studying courses focused on credit and market risk management in financial institutions. The main goals are: 1. To provide basic theoretical knowledge and practical experiences on the commercial bank risk management as a component of the whole bank management so that students will be able to understand the role of the risk management within the bank's managerial framework. 2. To provide key ideas on relationship of strategic management of non financial institution and its key risks.	
Class syllabus: 1. Commercial Bank and its Business-Risk-Financial Profile - financial mediation and intermediation in the commercial bank - key business segments at commercial banks and their management - key commercial bank risk, they relationships with business activities, regulation and management. 2. Financial Analysis of the Commercial Bank – Key Components for Business-Risk Strategy Definition - Balance Sheet Analysis - Income Statement Analysis - Performance and Value Chain Analysis. 3. Strategy and Policies of Funds Management in the Banks	

- business-risk characteristics of deposit products.
- repo a reverse repo
- securitisations.
- 4. Liquidity Risk Management
 - key issues and principals of the liquidity risk management
 - liquidity risk policy
 - liquidity management process.
- 5. Interest Rate Risk Management
 - time structure of the interest rate risk and its theories
 - gap analysis in interest rate risk
 - interest rate risk strategies based on gap analysis.
- 6. Off Balance Sheet and Risk Management
 - credit-based products and their key characteristics
 - investment banking
 - private banking.
- 7. Capital Management and Current Regulation
 - Basel I, II, III. IV
 - key risks and calculation of capital requirements to cover them.
- 8. Non-financial Reporting - ESG - in Financial Institutions
- 9. Risk Management in Non-Financial Institutions
 - ERM System and its Key Components.
 - Key steps to implement ERM in accordance with COSO methodology.

Recommended literature:

- [1] SAUNDERS, A., CORNETT, M. Financial Institutions Management. 11th edition. McGraw-Hill, 2014.
- [2] MONAHAN, G. Enterprise Risk Management: A Methodology for Achieving Strategic Objectives. John Wiley & Sons, 2008.
- [3] The other relevant materials will be distributed during course.

Languages necessary to complete the course:

English

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge*. Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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during preparation for it within the subject. Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Notes:

Past grade distribution

Total number of evaluated students: 135

A	ABS	B	C	D	E	FX	M
40,74	0,0	33,33	16,3	5,93	2,22	0,74	0,74

Lecturers: prof. Ing. Anna Pilková, PhD., MBA

Last change: 10.09.2025

Approved by:

COURSE DESCRIPTION

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

9. Presentations of assignment 3, part 1 (Idea pitch) 10. Impact canvas 11. Presentations of assignment 3, part 2 (Impact canvas) 12. Business model canvas for social entrepreneurship, team consultations 13. Final presentations
Recommended literature: [1] Study materials by Social Entrepreneurship Akademie & Social Impact Award – available online [2] OSTERWALDER, A., PIGNEUR, Y. Business Model Generation. John Wiley & Sons, 2010. ISBN 978-0470-87641-1 [3] YOUNG, D.R. 2018. The Social Enterprise Zoo. Cheltenham: Edward Elgar, 2018. ISBN 978-1-78471-607-3
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.
Notes: The knowledge, skills, competencies, and transferable abilities the student acquires by successfully completing the subject affect his personal development and can be used in his future career and life as an active citizen in democratic societies. These are listed in the subject syllabus. Following the provisions of § 71 of Internal Regulation no. 14/2023 approved by the Academic Senate of Comenius University Bratislava Full text of Regulation no. 23/2021 Internal system of ensuring the quality of higher education of the Comenius University Bratislava as amended by Addendum no. 1 and Appendix no. 2, <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 no. 13/2018 approved by the Academic Senate of the Comenius University Bratislava Disciplinary regulations of the Comenius University Bratislava for students, a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject. Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.

Past grade distribution

Total number of evaluated students: 164

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

Lecturers: doc. PhDr. Marian Holienka, PhD.

Last change: 09.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/307AB/16	Course title: Special Topics in IT Projects
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: During the semester there will be a written test for 30 points (so-called midterm exam). Rating 70 points will be awarded for a semester project and its presentation. Scale of assessment (preliminary/final): Test 30%, Presentation of seminar project 30%, Seminar work (.docx) 40%	
Learning outcomes: The paradigm of digitization is radically changing the world's business and society. Related to this is the growing volume of IT projects, which places increasing demands on project managers. The aim of the course is to include bachelor's degree graduates among the excellently theoretically prepared graduates in the field of project management with a focus on ICT. To acquaint students with the specifics and modern-agile approaches in their management.	
Class syllabus: • Correctly estimate and control the scope of the IS / ICT project • Manage the time, cost and quality of the IS / ICT project • Work effectively with human resources • Use all available means of communication • Monitor and detect potential risks in a timely manner • Maximize the benefits of external collaboration • Combine the individual parts of the IS / ICT project into a functional whole Thematic plan: 1. Types of IT projects, Introduction to software development 2. Software development process, software development participants, software life cycle models 3. Architectural design 4. Requirements and specification of IT project 5. Estimation of scope in IT projects 6. Risk management 7. Implementation: classical procedures and agile procedures 8. Methodology Scrum, Kanban, Lean Development, Test Driven Development 9. Verification and validation - testing	

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

Recommended literature:

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

Languages necessary to complete the course:

English

Ethics:

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: 94

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

Lecturers: doc. RNDr. Michal Greguš, PhD., Mgr. Monika Pikus, PhD.
Last change: 17.02.2025
Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/115AB/16	Course title: Statistical Methods
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 3 / 2 per level/semester: 42 / 28 Form of the course: on-site learning	
Number of credits: 5	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Continuous evaluation will consist of two parts: 1. MidTerm Project: Students will complete a project during the term to demonstrate their understanding and application of the course material. This may involve data collection, analysis, and a written or oral presentation of findings. 2. Final Exam Project: At the end of the course, students will undertake a comprehensive project that tests their overall mastery of the subject. This project will require them to synthesize concepts learned throughout the term and present their results in a clear, structured format. MidTerm Project • Form: - o A written report (approximately 5–10 pages) describing the project’s objectives, methodology, analysis, and conclusions. - o A brief presentation (in-class or recorded) summarizing the main findings. • Structure: - o Introduction: Clearly state the project’s purpose and research question(s). - o Methodology: Describe the data sources, tools (e.g., R, Python), and statistical techniques used. - o Analysis: Present findings, including relevant tables, charts, or code snippets. - o Discussion/Interpretation: Interpret results in the context of the research question(s). - o Conclusion and Future Work: Summarize key takeaways and suggest possible next steps. - o References: List any sources or datasets used. • Other Features: - o Must include at least one real or simulated dataset to demonstrate data handling and analysis. - o Students are encouraged to apply statistical methods covered in class (e.g., regression, exploratory data analysis). - o Code and scripts should be clearly documented. • Deadline: - o Submission: To Be Announced - o Presentation: To Be Announced Final Exam Project (60% of evaluation) • Form:	

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

Scale of assessment (preliminary/final): 40/60
Learning outcomes: By completing the course, the student will: • Understand the fundamental concepts and techniques of statistical methods and their application in decision-making processes. • Be able to apply various statistical methods to analyze data, including descriptive statistics, probability theory, hypothesis testing, correlation and regression analysis, and statistical inference. • Develop proficiency in using software tool such as R for performing statistical analysis on real-world datasets. • Gain the ability to interpret statistical results, make informed decisions based on data, and communicate findings effectively in both written and oral formats. • Build critical thinking skills by evaluating the appropriateness of statistical methods for different types of data and research questions. • Understand how statistical methods can be used to draw conclusions, test hypotheses, and solve practical problems in business, economics, and social sciences. The course objectives are designed to provide students with a solid foundation in statistical analysis, empowering them to apply statistical methods confidently in various professional contexts. Lectures: Theoretical explanation of individual methods. Exercises: Solving practical tasks using R software on real data.
Class syllabus: 1. Introduction to Statistical Methods and R Environment 2. Basic Probability Concepts 3. Conditional Probability and Bayes' Theorem 4. Random Variables and Probability Distributions 5. Exploratory Data Analysis (EDA) in R 6. Deep Dive into Exploratory Data Analysis (EDA) 7. Correlation and Introduction to Linear Regression 8. Simple Linear Regression Analysis with R 9. Multiple Linear Regression Basics 10. Diagnostics and Model Assumptions for Multiple Regression 11. Model Building and Variable Selection 12. Practical Applications of Regression in R 13. Course Review, Advanced Topics, and Final Project Discussion
Recommended literature: McClave J. T., Benson P. G., Sincich T.: Statistics for Business and Economics, Prentice-Hall, INC., 2001 http://www.prenhall.com/mcclave/ Wonnacot T. H., Wonnacot R. J.: Introductory Statistics. John Wiley and Sons; Third Edition edition (1977) Hanke J. H., Reitsch A. G.: Understanding Business Statistics, Richard D. Irwin, INC., 1991 E-book: http://www.statsoft.com/textbook/stathome.html
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.* Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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

Notes:

Past grade distribution

Total number of evaluated students: 187

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

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

Last change: 26.02.2025

Approved by:

COURSE DESCRIPTION

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

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

Languages necessary to complete the course:

English

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.* Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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Notes:

Past grade distribution

Total number of evaluated students: 398

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

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

Last change: 23.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/100AM/21	Course title: Strategic Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Evaluation during the the semester (60 percent), final exam in the exam period (40 percent). 60 percent of evaluation during the semester can be obtained for the elaboration of project, class activities and testing of knowledge. The final exam in the exam period is written. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 60-65%; F = 0-59% points. Scale of assessment (preliminary/final): 60/40	
Learning outcomes: - Advanced understanding of strategy and strategic management - Application of various methods, tools and models in strategic management - Development of analytical and strategic thinking skills and practical application of knowledge on selected company/companies	
Class syllabus: 1. Introduction 2. Nature of Strategic Management 3. Key Terms and Relations in Strategic Management 4. Strategic Management Process 5. The Business Vision and Mission 6. Analysis of Macro Environment 7. Analysis of Industry 8. Analysis of Industry (recapitulation) 9. Analysis of Internal Environment 10. SWOT Analysis 11. Hierarchy of Strategy 12. Strategic Implementation and Control 13. Recapitulation and Conclusion	
Recommended literature:	

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

Languages necessary to complete the course:

English

Ethics:

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

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: 310

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

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

Last change: 12.09.2025

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/077AM/21	Course title: Strategic Marketing
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Recommended prerequisites: Marketing Management	
Course requirements: During the semester, students will present 2 projects – (1) about the selected method of analysis, (2) the draft about the objectives and implementation of the strategic marketing plan of the selected company. Students can work in small teams (if they choose a large enterprise, which has several strategic business units or brands). Projects should be sent in digital form to the teacher via email. During the semester, students have the opportunity to get a 40 % of grade (15 % for the selected analytical technique utilized at a particular company, 30 % for drafting a marketing plan for a specific company and 5 % can be obtained for activities in the seminars. In the exam period, student can obtain 60 %. The evaluation of the course is in accordance with the Study Regulations of Comenius University and the individual levels of the classification scale are awarded on the basis of the applied point system, which reflects the degree of success of completing the course. A minimum of 91 percent is required to obtain an A grade, a minimum of 81 percent to obtain a B, a minimum of 73 percent to a C, a minimum of 66 percent to a D and a minimum of 60 percent to an E grade. Credits will not be awarded to a student who earns less than 60 percent. Scale of assessment (preliminary/final): Scale of assessment: - preliminary 40 %- final exam 60 %	
Learning outcomes: Students should gain theoretical knowledge of what strategic marketing is, what competencies it has, what role it plays in the company, how marketing goals are designed and how they are implemented. Students should learn to use different types of strategic marketing analysis, evaluate them, design goals and influence internal processes and external factors. The course will enable student to grasp strategic marketing activities at the company level, to get acquainted with various methods and approaches, analytical techniques and alternatives of marketing strategy. After completing the course, the student should be able to make a qualified selection of analytical methods and procedures, master the methods of creating a strategic marketing plan of the company and its implementation. The goal is to know the strategic marketing plan to compile, assess, manage	

strategic activities and evaluate the success of plans. The purpose is to comprehensively address issues related to strategic marketing and marketing planning.

Class syllabus:

1. Basic concepts and terms

Basic concepts and their interpretation. Marketing management - strategic objectives - strategic marketing, marketing strategy. Strategic Marketing - objectives and their typology - implementation goals.

2. Strategic Marketing

Theory and practice. Strategic thinking. Term strategy and vision. Types of strategies and strategic objectives. Local and global strategy. Competitive strategy. Preconditions drafting of a strategic marketing plan. It includes strategic marketing plan.

3. Analytical Process

Strategic marketing analyzes and functional business areas. Substrates the analytical process. The competitiveness of businesses - the importance of strategic and marketing objectives for creating competitive advantages of the company.

4. The analytical process according to the characteristics of the company

Company homogeneous versus heterogeneous company. Competencies of strategic business units, creation of strategic marketing plans for strategic business units.

5. Competitive Advantages

Typology of competitive advantages - imitated and inimitable, continuous and discontinuous, local and global, comparative competitive advantages. Creation of new competitive advantages, innovation and change in product line.

6. Marketing Strategy

Marketing strategy and marketing planning process. Analysis of the strategic position, strategic and marketing situational analysis. Strategy of red and blue oceans.

7. Analysis of macro environment and microenvironment

Environment analysis: macro environment - PESTLE analysis, interactive environment and environment industries. Characteristics of the industry driving forces in the industry life cycle the industry, the attractiveness of the sector. Porter's five forces. The process of evaluating external analysis.

8. Analysis of internal environment

Internal analysis of the company - analysis of competitiveness, evaluation of competitive position, planning competitive position. Naming options - setting the strategic orientation of the company in markets where the company wants to operate. Relations with competitors. Strategic groups in the industry.

9. Specific methods of strategic marketing

Methods of strategic marketing analysis - ABC, RMF, radar, needs analysis and customer satisfaction.

10. Benchmarking

Benchmarking as a method of the strategic marketing analysis, benchmarking as a process. Types and forms of benchmarking and utilization. Advantages and disadvantages of benchmarking success and failure benchmarking.

11. Portfolio Analytics

Portfolio analysis - Analysis of the product portfolio, the portfolio of strategic business units and the portfolio of brands. Analysis of the strategic position. Possibilities of creating synergies in the portfolio. Strategic advantage.

12. Creation of the Strategic Marketing Plan

Strategic marketing plan - creation, verification, and implementation. Organisational structure and integration of marketing activities. Successful and unsuccessful implementation, marketing control, change control factors. 13. Marketing Strategy Marketing Plan - Marketing audit, growth, stabilization and Reduced marketing strategy. Crisis marketing strategy. Responding to the alternative stimuli response to the crisis and economic growth, change in marketing policy..
Recommended literature: 1. CAVENS, D. W., PIERCY, N.,F: Strategic marketing. New-York: McGraw-Hill International Edition 2006, s. 726, ISBN 007-124432-8 2. EL-ANSARY, A.,I.: Marketing strategy: taxonomyanfframeworks. European BusinessReview, 2006, vol 18, no 4 3. KIM, W., C., MAUBORGNE, R.: BlueOceanStrategy: How to CreateUncontestedMarketSpace and Mak CompetitionIrrelevant. Boston 2005,Harward Business School Press 4. KOTLER, P. – KELLER, K. L. – BRADY, M. – GOODMAN, M. – HANSEN, T.: Marketing Management. Harlow: PearsonEducationLimited, 2012 5. KUMAR, N.: Marketing strategy. Boston: Harward Business School Press 2004, s. 240, ISBN 1-59139-210-1 6. PORTER, M., E.: Competetive Advantage: Creating and Sustaining Superior Performance. New York: Free Press 1998, s 592, ISBN 0-684-84146-0BN 7. DRUMOND, G., ENSOR, J., ASHFORD, R.: Strategic marketing, planning and control. 2002. Oxford. ISBN 978-0756-8271-8. Dostupné na: http://books.google.sk/books?id=WrmLizZH3RoC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic%20marketing&f=false 8. WILSON, R., M., S., GILLIGAN, C.Strategic marketing management – planning, implementation and Control. 2005. Oxford. ISBN 0-7506-5938-6 Dostuoné na: http://books.google.sk/books?id=bvv-zibROUC&printsec=frontcover&dq=strategic+marketing&hl=en&sa=X&ei=noNjU7HyNOvB7AalloHICA&redir_esc=y#v=onepage&q=strategic%20marketing&f=false
Languages necessary to complete the course: English
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written</i>

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

Notes:

Past grade distribution

Total number of evaluated students: 69

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

Lecturers: Ing. Zuzana Mikulášová, MBA

Last change: 16.02.2026

Approved by:

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/014AB/25	Course title: Taxation
Educational activities: Type of activities: seminar Number of hours: per week: 2 per level/semester: 28 Form of the course: on-site learning	
Number of credits: 3	
Recommended semester: 2.	
Educational level: I., II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level. Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.	
Notes:	

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/046AM/24	Course title: Value Based Management and Entrepreneurial Risks at SME's
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: I., II.	
Prerequisites:	
Course requirements: Continuous assessment for the semester (90%): • midterm exam: 40%, • second stage of the project: 40%, • seminar activity: 10%, Oral exam during the exam period (10%). During the semester, students will work continuously in teams on the project. The assessment of the course is in accordance with the Study Regulations of UK, and the individual grades on the classification scale are awarded on the basis of a point system that reflects the degree of success in completing the course. To obtain an A grade, a minimum of 91percent is required, for a B grade a minimum of 81 percent, for a C grade a minimum of 73 percent, for a D grade a minimum of 66 percent, and for an E grade a minimum of 60 percent. Credits will not be awarded to students who obtain less than 60 percent. Weighting of continuous/final assessment: Continuous assessment for the semester 90% / Oral exam during the exam period 10% Scale of assessment (preliminary/final): 80/20	
Learning outcomes: The main goal is to provide theoretical knowledge, the latest trends and practical experiences from the value based management in SME 's so that students would be able to practice strategic management of the intrinsic value of the company, to identify its key drivers and key areas of focus for the potential company value creation improvement in the future. In addition to hat they will learn about key entrepreneurial risks which are important to be considered in value based management approach. Course both extend knowledge from the Strategic Management and combine them with knowledge from the Finance in line with the current best practices. Main focus is on explanation of concrete methodology/model of intrinsic value calculation and identification of the key value drivers both from historical and strategic perspectives. During course the Valuation xls. based toolkit is used for practical demonstration of valuation methodology implementation and for own project development. In addition to that special focus is also put on „soft facts“ of value creation –	

company values and principles and their impact on value creation/destroying as we are witnessing at current crisis period.

Class syllabus:

1. Introduction

- Key terms/concept of the value-based management

2. Value-based management and strategic management in SME

- Historical development of the value-based management inside of the strategic management

- New trends in the value-based management – following the results of BCG and McKinsey research

- VBM specifics in SME's

3. Key building blocks of the value-based management (top level)

- Set up strategic goals/targets for sustainable value growth

- Analysis: financial analysis, strategic analysis, qualitative analysis

- Impact of intellectual capital on value creation

- WACC (Weighted Average Cost of Capital)

- Strategic scenarios development and company options creation

- Measurement of strategic options impacts on intrinsic value of company through corporate valuation model - formulation of inputs and analysis of results for each analysed option.

- Final decision on strategy/strategic option that is relevant from VBM perspectives and stated strategic goals/targets

4. Intellectual capital and its impact on value creation

5. Risk and its impact on company value

- Risk categorization in financial and non-financial institutions

- Strategic risk and value-based management

6. Strategic corporate value management under downturn

- Short-term „survival“ strategy (time buying)

- Restructuring

- Sustainable competitive advantage as a longer-term strategy (behavioristic, social, reproductive, evolution)

- Flexibility, adaptability to the new conditions

7. Sustainability as a new phenomenon in value-based management

Recommended literature:

Mandatory:

[1] WOBST, J. – TANIKULOVA, P., – LUEG, R. 2025. Value-based management: a review of its conceptualizations and a research agenda toward sustainable governance. Journal of Accounting Literature. 47 (1): 150–200. <https://doi.org/10.1108/JAL-11-2022-0123>

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

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

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

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

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

[7] AMEELS, A., BRUGGEMAN, W., SCHEIPERS, G. Value-Based Management control processes to create value through integration a literature review. Vlerick Leuven Gent Management School, 2002.

Recommended:

- [1] BRIGHAM, E. F., DAVES, P. R. Intermediate Financial Management. 10th edition. South-Western Cengage-Learning, 2010.
- [2] Articles and research papers distributed during the course.

Languages necessary to complete the course:

English

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.* Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.

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: 12

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

Lecturers: Mgr. Juraj Mikuš, PhD.

Last change: 10.09.2025

Approved by: