

Course descriptions

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COURSE DESCRIPTION

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

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/023M/00	Course title: Business Process Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 2.	
Educational level: II.	
Prerequisites:	
Course requirements: Evaluation of the subject: A - excellent, B - very good, C - good, D - satisfactory, E - sufficient and F – fail, is in accordance to the study rules of FM UK . During the semester students can obtain 60% points and 40% points during the examination period. Evaluation during the semester can be obtained by: - Elaboration of semester project (40%) - Tasks, discussions on selected topics (20%)	
Learning outcomes: By completing the course, students should gain: <ul style="list-style-type: none"> • knowledge of the theory of process management, also in the historical context of the development of management and its new trends, • understanding of the principles of process management, • the ability to identify business processes according to their course, typology and hierarchy, • the ability to describe and model business processes, and subsequently be able to appropriately analyze and optimize them, • an overview of the methods of practical implementation of process management in business practice, including using information technologies and current trends, • skills in modeling business processes in a professional software tool for process modeling. 	
Class syllabus: 1. Introduction Objective, content, literature and criteria for evaluation of the subject. 2. Basic concepts related to business process management Functional approach to management, its principles vs. business process management and current needs. 3. Business process management and its principles Principle and definition of business process management, principles and benefits. 4. Identification of business processes Identification and description of processes, definition of process attributes.	

5. Business process modeling

Process typology and process modeling.

6. Process tools, IT support and software solutions.

Process tools, IT support in process management, software solutions for process management

7. ARIS - basic information and procedures.

Procedures and principles of work with the ARIS express process tool.

8. ARIS - business process model and business process standards.

Business process modeling standards, business process visualization.

9. ARIS - other models and their use.

Utilization of model for hierarchization and process typology, drawing of organizational structure and other possibilities.

10. Analysis and optimization of business processes

Analysis of selected process, identification of bottlenecks and creation of solution proposals.

11. Implementation of business process management and its barriers

Steps of implementing process management. Barriers of business process management and their removal, change management.

12. Business process management in practice.

Business process management on examples of selected companies.

13. Summary.

Subject summary.

Recommended literature:

[1] PAPULOVÁ, Z. – PAPULA, J. – GAŽOVÁ, A. 2025. Procesný manažment: Analýzy, modelovanie, implementácia. Praha: Wolters Kluwer.

[2] PAPULOVÁ, Z. – PAPULA, J. – GAŽOVÁ, A. 2022. Procesný manažment: Analýzy, modelovanie, implementácia. Praha: Wolters Kluwer.

[3] PAPULOVÁ, Z. – PAPULA, J. – OBORILOVÁ, A. 2014. Procesný manažment: ucelený pohľad na koncepciu procesného manažmentu. Bratislava: Kartprint.

[4] OSVALDO DE SORDI, J. 2022. Management by Business Process: A Managerial Perspective of People, Process, and Technology. Cham: Palgrave Macmillan.

[5] ARIS COMMUNITY: ARIS Express tutorials (video návody v AJ) Dostupné na: <<https://www.ariscommunity.com/aris-express/tutorials>>

Languages necessary to complete the course:

Slovak language, alternatively English language required to study the foreign literature

Ethics:

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

Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, *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: 749

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

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

Last change: 07.02.2026

Approved by: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

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

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

COURSE DESCRIPTION

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

Past grade distribution

Total number of evaluated students: 889

A	ABS	B	C	D	E	FX	M
62,88	0,0	12,26	6,07	2,47	5,29	9,79	1,24

Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. PhDr. Paulína Mihaľová, PhD., doc. Ing. Jana Kajanová, PhD., Mgr. Ľudmila Mitková, PhD., Mgr. Magdaléna Musilová, PhD., LL.M., Mgr. Michal Páleník, PhD., Mgr. Mário Papík, PhD., Mgr. Lenka Papíková, PhD., Mgr. Katarína Rentková, PhD., prof. RNDr. Darina Saxunová, PhD., doc. Mgr. Veronika Gežík, PhD., doc. PhDr. René Pawera, PhD., doc. Ing. Milan Fekete, PhD., Mgr. Andrea Gažová, PhD., doc. PhDr. Marian Holienka, PhD., Ing. Jaroslav Hul'vej, PhD., doc. Mgr. Lucia Kohnová, PhD., Mgr. Juraj Mikuš, PhD., Mgr. Miloš Mrva, PhD., prof. Ing. Ján Papula, PhD., doc. Mgr. Zuzana Papulová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. Mgr. Emília Charfaoui, CSc., Mgr. Maroš Bobulský, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. Ing. Mgr. Urban Kováč, PhD., Mgr. Martin Pažický, PhD., Mgr. Peter Pšenák, PhD., prof. RNDr. Ing. Ľudomír Šlahor, CSc., Ing. Vladimír Valach, PhD., CFA, MBA, Mgr. Katarína Vechter Močarníková, PhD., Mgr. Rita Szalai, PhD., prof. JUDr. Daniela Nováčková, PhD., doc. Frédéric Delaneuville, Dr., doc. PhDr. Marian Šuplata, PhD., Mgr. PhDr. Lívia Bott Domonkos, PhD., prof. Ing. Ľubica Bajzíkova, PhD., doc. PhDr. Lukáš Copuš, PhD., Mgr. Juliet Horváthová Suleimanová, PhD., prof. Mgr. Anna Lašáková, PhD., Mgr. Michaela Poláková, PhD., doc. Ing. Mgr. Ľubomíra Strážovská, PhD., doc. PhDr. Rozália Sulíková, PhD., doc. JUDr. PhDr. Silvia Treľová, PhD., Mgr. Eleonóra Beňová, PhD., PaedDr. Jarmila Brtková, PhD., doc. JUDr. PhDr. Tomáš Peráček, PhD., PhDr. Ing. Monika Dávideková, PhD., Mgr. Lenka Procházková, PhD., Mgr. Július Selecký, PhD., Ing. Robert Furda, PhD., prof. RNDr. Michal Greguš, PhD., doc. RNDr. Michal Greguš, PhD., Dr. Mgr. Katarína Uchal', PhD., Ing. Jaroslav Vojtechovský, PhD., Mgr. Vincent Karovič, PhD., RNDr. Zuzana Kovačičová, PhD., prof. Ing. Natalia Kryvinska, PhD., Ing. Rastislav Kulhánek, PhD., Mgr. Alexandra Mittelman, PhD., MBA, Ing. Martina Chrančoková, PhD., doc. Mgr. Peter Madzík, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., Mgr. Nataliia Parkhomenko, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Lucia Vilčeková, PhD., Mgr. František Olšavský, PhD., Mgr. Nikola Salajová, PhD., Mgr. Silvester Krčméry, PhD., Mgr. Peter Marcin, PhD., doc. Mgr. Petra Milošovičová, PhD., Ing. Diana Bednarčíková, PhD., Mgr. Eva Poráziková, PhD., prof. Ing. Vladimír Gazda, PhD.

Last change: 08.09.2021**Approved by:** prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

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

Past grade distribution

Total number of evaluated students: 989

A	ABS	B	C	D	E	FX	M
61,38	0,0	14,86	8,8	3,64	5,06	5,66	0,61

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

Last change: 16.09.2025**Approved by:** prof. Ing. Ján Papula, PhD.

STATE EXAM DESCRIPTION

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

COURSE DESCRIPTION

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

Recommended literature:

1. Smoleň J. - Komorník J.: Finančný manažment, Univerzita Komenského v Bratislave. 2019. ISBN: 978-80-223-4594-1
 2. Brigham, E. F. – Ehrhardt, M. C.: Financial Management, 14th Edition, Thomson, South-Western, 2014. ISBN-13: 978-1-111-97221-9.
 3. Brealey, R. A. – Myers, S. C. – Allen, F.: Principles of Corporate Finance, 9th Edition, McGrawHill, 2010. ISBN: 978-007-126327-6.
 4. Kráľovič, J. - Vlachynský, K. Finančný manažment. 2011. Wolters Kluwer. ISBN978-8078-356-3.
- Other sources:
5. www.bloomberg.com
 6. www.yahoo.finance.com
 7. www.morningstar.com
 8. www.gurufocus.com

Languages necessary to complete the course:

Slovak, English

Ethics:

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

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: 1111

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

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

Last change: 19.09.2023

Approved by: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/011M/23	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: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: The assessment consists of two parts: 1. ongoing assignments during the semester 60%, 3. exam 40%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. Scale of assessment (preliminary/final): 60/40	
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.	

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 2022/23.

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: 69

A	ABS	B	C	D	E	FX	M
59,42	0,0	34,78	0,0	0,0	0,0	1,45	4,35

Lecturers: Ing. Jaroslav Hul'vej, PhD.

Last change: 12.09.2025

Approved by: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/101M/21	Course title: Intellectual Capital and Innovation
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: The evaluation consists of four parts: (1) active participation 10%, (2) presentations at the seminars 30%, (3) written final intellectual capital report 20%, (4) exam in the exam period 40%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%; B = 81-90%; C = 73-80%; D = 66-72%; E = 65-60%; F = 0-59% points. To pass the course it is necessary to achieve a minimum of 60% of the continuous assessment (36 points) and a minimum of 60% of the examination assessment (24 points). Scale of assessment (preliminary/final): 60/40	
Learning outcomes: The course deals with the question of how to turn knowledge into innovation and then get it into the market. Effective knowledge and innovation management are essential for successful business growth. Students will gain knowledge about methods of building and using intellectual capital and efficient creation and commercialization of products and services. Upon completion of the course, students will be able to prepare a statement of intellectual capital and apply the acquired knowledge in business practice.	
Class syllabus: <ol style="list-style-type: none"> 1. Introduction to the course 2. Definition and importance of intellectual capital 3. Models of intellectual capital 4. Analysis and measurement of intellectual capital 5. Definition, types and importance of innovation 6. Intellectual capital and innovation 7. Business model innovation 8. Strategic innovation management 9. Open innovation strategies 10. Knowledge management 11. Intellectual capital in selected organisations 12. Summary of course topics 	

Recommended literature:

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

Languages necessary to complete the course:

Slovak, English

Ethics:

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:

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

Past grade distribution

Total number of evaluated students: 222

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

Lecturers: Ing. Jaroslav Hul'vej, PhD.
Last change: 12.09.2025
Approved by: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/102M/21	Course title: Intrapreneurship
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Assessment during the semester and examination: <ul style="list-style-type: none"> • Semester Project 45% - 1st milestone 15% (output 1 - 5%, output 2 - 10%), 2nd milestone 15%, 3rd milestone 15% • Final Presentation 10% • Midterm tests 15% • Exam 30% The assessment of the course is in accordance with the UK Study Regulations and the individual grading scales are awarded on the basis of the points system applied, which reflects the degree of success in completing the course. A minimum of 91 per cent is required for a grade A, a minimum of 81 per cent for a grade B, a minimum of 73 per cent for a grade C, a minimum of 66 per cent for a grade D and a minimum of 60 per cent for a grade E. Credit will not be awarded to a student who receives less than 60 percent. Scale of assessment (preliminary/final): 70/30	
Learning outcomes: This course develops the knowledge, skills and techniques of intrapreneurship (Intrapreneurship, Corporate Entrepreneurship, Corporate Venturing) as an effective approach to managing organizations for achieving competitive advantage and business success in today's turbulent changing environment. It highlights the importance and methods applied in intrapreneurship. The course includes a philosophy of collaboration of students with companies, that through their designated mentor, work together with faculty to formulate the semester project assignment for the students, as well as during its solution and final evaluation. The course develops and promotes: <ul style="list-style-type: none"> • The knowledge needed to support the building of a culture of intrapreneurship in an organization as well as the skills and methods of an effective and successful intrapreneur. • Knowledge of various methods applicable to complex intrapreneurship problems. • Skills for conducting an audit of intrapreneurial activities in an organization. • Understanding of the characteristics of successful organizations in terms of the concepts of intrapreneurship, out-of-the-box thinking and micro-presenting (pitching). 	

Class syllabus:

- Introduction to the subject. Definition of intrapreneurship. Characteristics of the differences between entrepreneurship and intrapreneurship within organizations. Dependent and independent entrepreneurship. Meaning and reasons for intrapreneurship within organizations.
- Typology of intrapreneurship, individual and aggregate views of intrapreneurship
- Models of intrapreneurship. Intrapreneurship and innovation management.
- Tools and methods of intrapreneurship
- Design thinking and solutions to selected intrapreneurship problems
 - Philosophy of design thinking in the management of an organisation
 - Process and key phases of design thinking
 - Design thinking as part of the innovation cycle in the context of intrapreneurship
 - Key tools and methods of design thinking
 - AI tools applicable in particular phases of Design Thinking
- An experiment to measure and introduce intrapreneurship within small and medium-sized firms.

Recommended literature:

- [1] MORRIS, M. H., KURATKO, D. F., COVIN, J. G. Corporate Entrepreneurship and Innovation: Entrepreneurial Development within Organizations, 2nd Edition. Mason, OH: Thomson/South-Western, 2008.
- [2] PILKOVÁ a kol. Podnikanie na Slovensku: vysoká aktivita, nízke rozvojové aspirácie. Bratislava, 2012 (s. 40-43).
- [3] PILKOVÁ a kol. Podnikanie na Slovensku: nadpriemerná podnikateľská aktivita v podpriemernom podnikateľskom prostredí. Bratislava, 2013 (s. 57-61).
- [4] PILKOVÁ a kol. Podnikanie na Slovensku: Aktivita, prostredie a vybrané druhy podnikania. Bratislava, 2019 (s. 39-46).
- [5] OSTERWALDER, A. PIGNEUR, Y. SMITH, A., ETIEMBLE, E. The Invincible Company How to Constantly Reinvent Your Organization with Inspiration From the World's Best Business Models. Wiley, 2020.
- [6] LEWRICK, M., LINK, P., LEIFER, L. The design thinking playbook. Hoboken: Willey, 2018.
- [7] LEWRICK, M., LINK, P., LEIFER, L. The design thinking toolbox. Hoboken, Willey, 2020.
- [8] Michalko, M. Thinkertoys: A handbook of creative-thinking techniques. Berkeley, CA: Ten Speed Press. 2006.
- [9] Share point/E-learning: The e-course contains study materials (presentations, electronic texts, supplementary materials) created on the basis of own research as well as contact with representatives of business and management practice.

Languages necessary to complete the course:

Slovak language, English language

Ethics:

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

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

Notes:

Educational activities are also carried out in the form of workshops. The course includes the philosophy of a visiting mentor and a lecturer from practice who, together with the lecturers, consults with the students on the semester project. The study is supported by e-learning/share point.

Past grade distribution

Total number of evaluated students: 153

A	ABS	B	C	D	E	FX	M
16,99	0,0	40,52	27,45	6,54	2,61	2,61	3,27

Lecturers: prof. Ing. Anna Pilková, PhD., MBA, Mgr. Juraj Mikuš, PhD.

Last change: 10.09.2025

Approved by: prof. Ing. Ján Papula, PhD.

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: 3.	
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.

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: 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: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

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

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

COURSE DESCRIPTION

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

Recommended literature:

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

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

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

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

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

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

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

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

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

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

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

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

Languages necessary to complete the course:

Slovak / English

Ethics:

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

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

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

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

Notes:

Subject is provided only in the summer semester.

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

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

Past grade distribution

Total number of evaluated students: 3354

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

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

Last change: 10.02.2026

Approved by: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

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

Past grade distribution

Total number of evaluated students: 990

A	ABS	B	C	D	E	FX	M
17,37	0,0	19,6	22,93	16,46	15,45	4,55	3,64

Lecturers: doc. JUDr. PhDr. Katarína Gubíniová, PhD., doc. Ing. Gabriela Pajtinková Bartáková, PhD., prof. Mgr. Peter Štarchoň, PhD., Mgr. Tatyana Zlodeyeva

Last change: 23.10.2025

Approved by: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

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

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

Recommended literature:

- BRADLEY, N., 2013. Marketing Research tools and Techniques. Oxford: Oxford University Press, 2013. ISBN 978-0-19-965509-0
- GUBÍNIOVÁ, K. et al. 2022. Trendy v spotrebiteľskom správaní – teória a prax. Zlín: VeRBuM, 2022. ISBN 978-80-88356-12-7
- HAGUE, P. N., HAGUE, N., 2004. Market Research in Practice: A Guide to the Basics. Pages: 257, Publisher: Kogan Page Ltd, 2004. E-source: <<http://site.ebrary.com/lib/uniba/Doc?id=10084442>>
- CHAN, E. Y., 2024. Consumer behavior in practice. Strategic insights for the modern marketer. Palgrave Macmillan, 2024. ISBN 978-3-031-50949-0
- CHURCHILL, A. G. – IACOBUCCI, D., 2010. Marketing Research. Methodological Foundations. South-Western, Cengage Learning, 2010. ISBN 0-538-74377-8
- KOZEL, R., 2006. Moderní marketingový výzkum. Praha: Grada Publishing, 2006. [online]. Available from: <http://books.google.sk/books?id=1EfM8GQI0BcC&dq=marketingov%C3%BD+v%C3%BDzkum&source=gbs_navlinks_s>
- KUMAR, V., 2024. International marketing research. A transformative approach. Palgrave Macmillan, 2024. ISBN 978-3-031-54649-5
- OLŠAVSKÝ, F., 2016. Brands, net disposable income and consumer behavior of Slovaks. In: Management in theory and practice. Praha: Newton College, 2016. ISBN 978-80-87325-08-7
- PELLEGRINO, A., 2024. Decoding digital consumer behavior. Bridging theory and practice. Springer, 2024. ISBN 978-981-97-3453-5
- RICHTEROVÁ, K. a kol. 2007. Marketingový výskum. Bratislava: Ekonóm, 2007. ISBN 80-225-2362-2
- SCHARRER, E. a RAMASUBRAMANIAN, S., 2021. Quantitative Research Methods in Cmmunication. The Power of Numbers for Social Justice. Rountledge, 2021. ISBN 978-0-367-54785-1
- ŠTARCHOŇ, P., PŠENÁK, P. and MIKLOŠÍK, A., 2022. Medzigeneračné rozdiely v správaní slovenských spotrebiteľov. Zlín: VeRBuM, 2022. ISBN 978-80-88356-09-7
- TAHAL, R. a kol. 2017. Marketingový výzkum. Postupy, metody, trendy. Praha: Grada Publishing, 2017. ISBN 80-271-0206-8
- VILČEKOVÁ, L., 2020. Praktikum marketingového výskumu. Bratislava: Univerzita Komenského v Bratislave, 2020. ISBN 978-80-223-4925-3
- VOKOUNOVÁ, D. a kol. 2004. Praktikum z prieskumu trhu. Bratislava: Ekonóm, 2004. ISBN 80-225-1753

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

Languages necessary to complete the course:

Slovak, English

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 1142

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

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

Last change: 17.02.2026

Approved by: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/104M/21	Course title: New Trends and Special Topics in 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: 6	
Recommended semester: 1.	
Educational level: II.	
Prerequisites:	
Course requirements: Continuous assessment during the semester (60%) and final assessment during the examination period (40%). Students submit the results of their work on an ongoing basis during the semester in four group assignments and one individual assignment. Group assignments (maximum 40 points) consist of addressing issues in the field of new trends and special topics in entrepreneurship according to the required content and results defined jointly in seminars. In the second assignment (maximum 20 points), they work on a topic of their choice (topic, content, and structure agreed upon with the teacher) from the field of new trends and special topics in entrepreneurship. The assignments are linked to the individual topics covered and reflect the students' ability to acquire and apply the knowledge they have gained. Students can earn a maximum of 40 points for the written exam during the exam period. The course is graded in accordance with the UK Study Regulations, and the individual grades on the grading scale are awarded based on a point system that reflects the degree of success in completing the course. To obtain an A grade, a minimum of 91 percent 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 score less than 60 percent. Scale of assessment (preliminary/final): 60/40	
Learning outcomes: Getting to know recent trends and selected special topics within the domain of entrepreneurship. Ability to apply the obtained knowledge in own entrepreneurial activities and in the context of existing organizations and activities.	
Class syllabus: 1. Course introduction. 2. Art-preneurship and Culture-preneurship. 3. Governpreneurship. 4. Hybrid entrepreneurship. 5. Lifestyle entrepreneurship. 6. Guest lecture. 7. Active aging and silver economy: opportunities for entrepreneurship.	

8. Sharing economy.
9. Circular economy.
10. Social impact and its measuring.
11. Entrepreneurship and selected disadvantaged/underrepresented groups.
12. Solo Entrepreneurship
13. Guest lecture.

Recommended literature:

- [1] BARON, R. A. – HMIELESKI, K. M. 2018. Essentials of Entrepreneurship Second Edition. Changing the World, One Idea at a Time. 2nd Edition. Cheltenham : Edward Elgar, 2018. ISBN 978-1-78811-590-2
- [2] BJERKE, B. 2013. About Entrepreneurship. Cheltenham : Edward Elgar, 2013. ISBN 978-17-825-4538-5
- [3] HISRICH, R. D. 2014. Advanced Introduction to Entrepreneurship. Cheltenham : Edward Elgar, 2014. ISBN 978-17-825-4617-7
- [4] NIELSEN, S. L. et al. 2017. Entrepreneurship in Theory and Practice. Paradoxes in Play. 2nd Edition. Cheltenham: Edward Elgar, 2017. ISBN 978-1-78536-445-7
- [5] Webové sídlo Akademickej knižnice UK – externé informačné zdroje prístupné pre UK: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacnezdroje/>.
- [6] Mikuš, J. & Rehák, J. 2023. The Digital Entrepreneur's Handbook: From Idea to Execution. Bratislava : Comenius University Bratislava , 2023. ISBN 978-80-223-5745-6. https://stella.uniba.sk/texty/FM_MR_digital_entrepreneurs_handbook.pdf
- [7] Other resources will be provided and updated continuously.

Languages necessary to complete the course:

Ethics:

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

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

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Notes:

Past grade distribution							
Total number of evaluated students: 109							
A	ABS	B	C	D	E	FX	M
14,68	0,0	41,28	22,02	12,84	2,75	2,75	3,67
Lecturers: Mgr. Juraj Mikuš, PhD., Mgr. Diana Gašparík, PhD.							
Last change: 18.09.2025							
Approved by: prof. Ing. Ján Papula, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/063M/16	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: 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 x 5 = 15%; project work presented in three parts: 3 x 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	
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:

Slovak, English

Ethics:

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

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

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

Notes:

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

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

Past grade distribution

Total number of evaluated students: 221

A	ABS	B	C	D	E	FX	M
27,6	0,0	36,65	21,27	5,43	3,17	2,71	3,17

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

Last change: 06.02.2026

Approved by: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/011M/22	Course title: Practice
Educational activities: Type of activities: practice Number of hours: per week: per level/semester: 9t Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 4.	
Educational level: II.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus:	
Recommended literature:	
Languages necessary to complete the course:	
Ethics: <p>The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations arising from legal regulations (...). Such an assessment may be associated with applying relevant legal consequences on an academic, (...) or disciplinary level.</p> <p>Following the provisions of Internal Regulation of the Comenius University Bratislava - Disciplinary regulations of the Comenius University Bratislava for students, <i>a student's disciplinary offence is any form of writing off or illegal cooperation or hinting during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the course, or the use of technical devices or any information carriers in a way other than permitted during the written or oral evaluation of study results (knowledge verification) or during preparation for it within the subject.</i> Some of the disciplinary measures may be imposed on the student for a committed disciplinary offence: reprimand, conditional expulsion from studies or expulsion from studies.</p>	
Notes:	

Past grade distribution							
Total number of evaluated students: 51							
A	ABS	B	C	D	E	FX	M
82,35	0,0	15,69	0,0	0,0	0,0	1,96	0,0
Lecturers: prof. Mgr. Peter Štarchoň, PhD., doc. Ing. Jana Kajanová, PhD., prof. Ing. Anna Pilková, PhD., MBA, doc. PhDr. Lukáš Copuš, PhD., prof. Ing. Natalia Kryvinska, PhD., doc. PhDr. Marian Šuplata, PhD., doc. RNDr. Mária Bohdalová, PhD., doc. JUDr. PhDr. Katarína Gubíniová, PhD.							
Last change: 03.09.2025							
Approved by: prof. Ing. Ján Papula, PhD.							

COURSE DESCRIPTION

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

Past grade distribution

Total number of evaluated students: 830

A	ABS	B	C	D	E	FX	M
27,23	0,0	27,47	17,59	11,81	8,8	1,69	5,42

Lecturers: Ing. Peter Balco, PhD., prof. Ing. Ján Papula, PhD., Mgr. Miriam Filipová, PhD., Mgr. Monika Pikus, PhD.

Last change: 13.09.2025

Approved by: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/100M/21	Course title: Strategic Management
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 2 / 2 per level/semester: 28 / 28 Form of the course: on-site learning	
Number of credits: 7	
Recommended semester: 3.	
Educational level: II.	
Prerequisites:	
Course requirements: Evaluation during the the semester (60 percent), final exam in the exam period (40 percent). 60 percent of evaluation during the semester can be obtained for the elaboration and presentation of solutions to assigned case studies, leading discussions on a given topic and testing of knowledge during the semester. The final exam in the exam period is written.	
Learning outcomes: <ul style="list-style-type: none"> • Understanding the essence of the strategy and its importance as a critical factor in the success of the company. • Perception of the importance of applying strategic thinking in management and knowledge of the possibilities of its improvement. • Knowledge of the context of the origin and directions of development of the theory of strategic management. Current trends in strategic management. • Distinguishing the basic phases of the strategic management process, their focus, importance and interconnectedness and conditionality. • Knowledge of analytical and analytical-synthetic methods and techniques of strategic management and skills acquired with their application. • The importance and significance of implementation and control in strategic management. Current trends, methods and practices that support the effectiveness of strategic management in today's ever-changing and unpredictable environment. 	
Class syllabus: <ol style="list-style-type: none"> 1. Introduction to the subject 2. Strategy as a critical factor in the success of organizations. 3. Support and development of strategic thinking of managers 4. Development of strategy theory, basic approaches and directions of theory development. 5. Strategic management as a process 6. Exploring factors from the macro environment as a basis for strategy development. 7. Investigation of microenvironment subjects and their effects. 8. Exploring the internal environment and our position in the external environment. 9. Analytical-synthetic techniques and creation of a competitive SBU strategy. 	

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

Recommended literature:

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

Languages necessary to complete the course:

Ethics:

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

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

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

Notes:

Past grade distribution

Total number of evaluated students: 950

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

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

Last change: 12.09.2025

Approved by: prof. Ing. Ján Papula, PhD.

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/046M/16	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: 3.	
Educational level: II.	
Prerequisites:	
Recommended prerequisites: Financial management	
Course requirements: Semester midterm grade (50 percent), exam in exam period (50 percent). Interim assessment <ul style="list-style-type: none"> • 40 percent - midterm review. • 10 percent - seminar activities. Examination <ul style="list-style-type: none"> - 40 per cent - second stage project. - 10 percent - oral examination. During the semester, students will work continuously each on their own project, with the understanding that they may earn 40 percent in the midterm check, 10 percent activity in seminars. The assessment of the course is in accordance with the UK Study Regulations and the individual grading scales are awarded on the basis of the points system applied, which reflects the degree of success in completing the course. A minimum of 91 per cent is required for 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): 50/50	
Learning outcomes: By completing the course, students will gain theoretical knowledge, learn about the latest trends and practical experience in the field of value management of small and medium-sized companies as well as their business risks. They will consolidate this knowledge by practical application of the model procedure to the conditions of a specific small or medium-sized company so that they are able to understand the process of strategic management of its intrinsic value as well as the impact of business risks on the value of this type of companies. Teaching this course will also enable students to gain an integrated understanding of management, particularly in terms of strategic and financial management. Furthermore, students will gain an overall picture of SME value management systems at different stages of the economic cycle. Using the modeling tool (toolkit v.xls), they will gain	

the ability to handle complex problem solving at a practical level and thus be prepared to act as managers or owners of a small or medium-sized enterprise in a challenging turbulent environment.

Class syllabus:

1. Introduction to the subject.
2. Value management and strategic management of SMEs.
3. Specifics of value management of SMEs vs. large corporations.
4. Basic models of SME value management.
5. Key blocks of the process of strategic internal value management of SMEs.
 - a) Determination of the strategic objectives of SME value management.
 - b) Identification of strengths and weaknesses of SMEs based on financial and non-financial analysis.
 - c) Specifics of cost of capital (WACC) modelling of SMEs.
 - d) Creation of strategic scenarios of external environment development.
 - e) Formulation of strategic alternatives for the future development of SMEs.
 - f) Simulation of the development of the firm's intrinsic value.
 - g) Selection of the most appropriate strategic alternative and its evaluation.
 - h) Implementation of SME value management.
6. Intellectual capital and its impact on SME value management.
7. Business risks and their impact on SME value.
8. Strategic management of SME value in times of crisis.
9. SME values and value system ("soft" values).

Recommended literature:

- [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] HOLIENKA, M. – PILKOVÁ, A. 2014. Comparing Impact of Intellectual Capital on Firm Performance Before and After Crisis. In: *Proceedings of the 6th European Conference on Intellectual Capital ECIC 2014*. Reading: Academic Conferences and Publishing International. 2014, s. 58-64. ISBN 978-1#909507#24#1.
- [3] PILKOVÁ, A. – VOLNÁ, J. – PAPULA, J. – HOLIENKA, M. The influence of Intellectual Capital on Firm Performance Among Slovak SMEs In: *Proceedings of the 10th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning*. Reading: Academic Conferences and Publishing International Limited, s. 329-338. ISBN978-1-909507-80-7.
- [4] PILKOVÁ, A. a kol. 2012. *Manažment v praxi. Prípadové štúdie zo slovenského podnikateľského prostredia*. Bratislava: Oftprint, 2012.
- [5] PILKOVÁ, A. a kol. 2012. *Manažment v praxi. Prípadové štúdie zo slovenského podnikateľského prostredia*. Bratislava: Univerzita Komenského v Bratislave, Fakulta managementu, 2012. ISBN 978-80-80037-30-8.
- [6] *Diagnosing COVID-19 Impacts on Entrepreneurship. Exploring Policy Remedies for Recovery*. GEM, 2020.
- [7] HENSCHTEL, T. 2008. *Risk Management Practices of SMEs*. Berlin: Erich Schmidt Verlag, 2008. ISBN 978 3 503 11043 8.
- [8] KOLLER, T. – GOEDHART, M. – WESSELS, D. 2010. *Valuation. Measuring & Managing the Value of Companies*. 5th Edition. John Wiley and Sons, 2010. ISBN 978-0-470-42465-0.
- [9] KROL, F. 2007. *Value Based Management in Small and Medium Enterprises. Analysis of Internal and External Impulses and Possibilities of Implementation*. Arbeitspapier Nr. 9-1. Mai 2007.

[10] UK Academic Library website - external information resources accessible to the UK:
<http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>.

[11] Other resources will be continuously added and updated (in the light of new and available resources).

Languages necessary to complete the course:

Slovak language, English language

Ethics:

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

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Notes:

Self-study is supported by e-learning.

Past grade distribution

Total number of evaluated students: 194

A	ABS	B	C	D	E	FX	M
11,86	0,0	23,2	31,96	15,46	8,76	4,64	4,12

Lecturers: prof. Ing. Anna Pilková, PhD., MBA, Mgr. Juraj Mikuš, PhD.

Last change: 10.09.2025

Approved by: prof. Ing. Ján Papula, PhD.