

Course descriptions

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COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/161PE/10	Course title: Analysis of credit risks of financial portfolios
Educational activities: Type of activities: lecture Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4..	
Educational level: III.	
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: 4						
A	ABS	B	C	D	E	FX
50,0	50,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. RNDr. Mária Bohdalová, PhD.						
Last change: 09.10.2023						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/160PE/10	Course title: Analysis of markets risk of financial portfolios
Educational activities: Type of activities: lecture Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4..	
Educational level: III.	
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: 3						
A	ABS	B	C	D	E	FX
66,67	0,0	33,33	0,0	0,0	0,0	0,0
Lecturers: doc. RNDr. Mária Bohdalová, PhD.						
Last change: 04.10.2023						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/020PE/13	Course title: Communication techniques in marketing
Educational activities: Type of activities: Number of hours: per week: per level/semester: Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
Prerequisites:	
Course requirements:	
Learning outcomes: Understanding basic communication techniques in marketing.	
Class syllabus: Social Communication. Communication as the professional skills of marketing managers. Communication techniques of the manager in business negotiation and negotiation. Techniques of persuasion. Communication techniques in lobbying. World, Europe and us. Intercultural differences in communication techniques in marketing. Marketing and marketing in the global world. The essence of communication with the public. Application of communication principles of PR in internal and external communication. Applying communication skills to the manager in marketing. Blogs, press conferences, events, marketing by oral submission. Sales skills of managers. Customer communication. The essence of neuromarketing. Guerrilla marketing techniques. Communication of guerrilla marketers.	
Recommended literature: Keller, K. L., & Kotler, P. (2016). Marketing management. Pearson. Kotler, P., & Keller, K. L. (2012). Marketing management . New Jersey, US: Pearson Education.	
Languages necessary to complete the course: Slovak	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each</i>	

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

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

Notes:

Past grade distribution

Total number of evaluated students: 2

A	ABS	B	C	D	E	FX
0,0	100,0	0,0	0,0	0,0	0,0	0,0

Lecturers: doc. JUDr. PhD. Katarína Gubíniová, PhD.

Last change: 03.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/100PE/24	Course title: Data Modeling in Management
Educational activities: Type of activities: lecture Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4..	
Educational level: III.	
Prerequisites:	
Course requirements: Students will prepare a project within which they will perform a separate data analysis, including its evaluation. Scale of assessment (preliminary/final): 100/0	
Learning outcomes: The course provides students with the opportunity to develop their skills of analysis of cross-sectional, panel or. time data based on the use of modern statistical methods. Students process data using IBM SPSS software, Wolfram Mathematica, SAS, etc.	
Class syllabus: Probability distributions of one and more random variables. Simulation of one and multidimensional random variable values. Sample selection by stratification, clustering, bootstrap. Creating a sample from a given distribution, point and interval estimates (method of moments, method of maximum likelihood). Linear regression models, OLS, GLS. Logistic regression. PCA, factor analysis. Multidimensional regression method. Two-factor ANOVA. Bayesian estimates, decision trees. Markov chains. Stochastic processes, random walk model and market efficiency. Autoregressive models. Cointegration. Heteroskedastic conditioned models.	
Recommended literature: 1. Berenson, M. L., Levine, D. M., Krehbiel, T.C.: Basic Business Statistics. Concepts and Applications. Pearson. 2012 2. Cipra, T.: Finanční ekonometrie. EkoPress, Praha, 2008 3. Newbold, P., Carlson, W., Thorne, B. M.: Statistics for Business and Economics. Pearson, 2013 4. Vercellis, C.: Business Intelligence: Data Mining and Optimization for Decision Making. John Wiley&Sons., 2009	
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: 0

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

Lecturers: doc. RNDr. Mária Bohdalová, PhD.

Last change: 10.09.2024

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

STATE EXAM DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/Diz10/16	Course title: Dissertation Examination
Number of credits: 10	
Educational level: III.	
State exam syllabus:	
Last change:	
Approved by: prof. Mgr. Anna Lašáková, PhD.	

STATE EXAM DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/O3/11	Course title: Dissertation Thesis Defence
Number of credits: 30	
Educational level: III.	
State exam syllabus:	
Last change:	
Approved by: prof. Mgr. Anna Lašáková, PhD.	

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/018PE/10	Course title: Economics (1)
Educational activities: Type of activities: Number of hours: per week: per level/semester: Form of the course: combined	
Number of credits: 8	
Recommended semester: 1.	
Educational level: III.	
Prerequisites:	
Course requirements: During the semester, there will be seven written assignments, of which the 10 best will be graded, each worth 10 points. At the end of the semester, there will be a written test worth 50 points. To receive an A grade, students must obtain at least 75 points; for a B grade, at least 65 points; for a C grade, at least 55 points; for a D grade, at least 45 points; and for an E grade, at least 35 points.	
Learning outcomes: Students will acquire basic knowledge at the doctoral level on selected issues in microeconomics – consumer theory and optimal decision-making, firm theory and its functioning under the assumption of profit maximization, interaction between firms and consumers in the market, market failures, game theory, auctions.	
Class syllabus: Consumer theory - preferences - utility function - marginal utility - consumer surplus - budget constraints - optimization - demand function - decision-making under uncertainty and risk aversion - decision-making over time - social welfare Theory of the firm - nature of the firm - production function - marginal product and marginal cost - profit maximization - cost minimization and duality - supply function	

<p>Markets</p> <ul style="list-style-type: none"> - monopoly - oligopoly - perfect competition - market failure - factor markets - general equilibrium - use of game theory - auctions - bargaining - externalities - public goods 														
<p>Recommended literature:</p> <p>Varian, Hal R.: Intermediate Microeconomics: A Modern Approach, W. W. Norton, 8th ed. Samuelson, Paul A., Nordhaus, William D.: Ekonómia, 18th ed. Ódor, Ľudovít: Ekonómia z nadhľadu, Trend, 2008</p>														
<p>Languages necessary to complete the course:</p> <p>Slovak / English</p>														
<p>Ethics:</p> <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>														
<p>Notes:</p>														
<p>Past grade distribution</p> <p>Total number of evaluated students: 280</p> <table border="1"> <thead> <tr> <th>A</th> <th>ABS</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>FX</th> </tr> </thead> <tbody> <tr> <td>16,79</td> <td>38,93</td> <td>11,43</td> <td>15,71</td> <td>6,43</td> <td>7,86</td> <td>2,86</td> </tr> </tbody> </table>	A	ABS	B	C	D	E	FX	16,79	38,93	11,43	15,71	6,43	7,86	2,86
A	ABS	B	C	D	E	FX								
16,79	38,93	11,43	15,71	6,43	7,86	2,86								
<p>Lecturers: Mgr. Michal Páleník, PhD., doc. PhDr. Paulína Mihaľová, PhD., doc. RNDr. Mária Bohdalová, PhD., prof. Ing. Vladimír Gazda, PhD.</p>														

Last change: 16.10.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/019PE/10	Course title: Economics II (2)
Educational activities: Type of activities: Number of hours: per week: per level/semester: Form of the course: combined	
Number of credits: 8	
Recommended semester: 2.	
Educational level: III.	
Prerequisites:	
Course requirements:	
Learning outcomes: Students will acquire basic knowledge at the doctoral level on selected issues in macroeconomics – short-term, medium-term, and long-term macroeconomic equilibrium, ISLM models, Mundell-Fleming model, AS-AD model, economic growth models, economic policy issues with an emphasis on fiscal and monetary policy.	
Class syllabus: Week 1 - INTRODUCTION to macroeconomics – revision – basic terminology, AS, AD, GDP, Keynesian, Neo-Keynesian and Classical models of macroeconomic equilibrium. Week 2 GDP – Gross Domestic Product, Gross National Product, Net National Product, Gross National Income, Net National Income, individual components of GDP, calculation. Development in Slovakia. Inflation – types, rate, calculation, development in Slovakia. Unemployment – types, rate, calculation (ŠÚ, UPSVAR), development in Slovakia. Week 3 THE GOODS MARKET (Chapter 3 - Blanchard) - CLOSED ECONOMY - Consumption, savings, investment Explanation of the relationship between production, income, and demand. Clarification and definition of individual components of GDP – C (consumption), autonomous consumption, I (investment – private, public), IS relationship (investment = savings), fiscal multiplier effect. Week 4 FINANCIAL MARKET (Chapter 4 – Blanchard) The nature of money, theoretical approaches to money, the money market and the banking system. Money market and banking system - definition of the banking system, money supply and demand, equilibrium in the money market, role of commercial banks and the central bank in relation to the money market. Impact of expansionary and restrictive monetary policy on economic output. Week 5 Goods market and money market (Chapter 5 - Blanchard) - IS-LM Model in a closed economy.	

Clarification and definition of the relationship between IS, LM, and IS-LM models. Analysis of the impact and effects of fiscal and monetary policy on the IS-LM model in a closed economy.

Week 6

Open economy (Chapters 18, 19 - Blanchard)

Goods market and money market in an open economy. Impact of the exchange rate on net exports and its subsequent impact on economic growth (GDP). Balance of payments, basic exchange rate systems (floating, fixing), nominal and real exchange rates, appreciation, depreciation.

Week 7

IS-LM model in an open economy (Chapter 20 - Blanchard). The impact of fiscal and monetary policy on the IS-LM model in an open economy (curve shifts – the impact of fiscal and monetary policy on output, interest rates, exchange rates, and the trade balance). The impact of interest rates (interest rate parity) on exchange rates, net exports, and output.

Week 8

The labor market, aggregate demand with aggregate supply in the medium term (Chapters 7, 8, 9 - Blanchard)

The natural rate of unemployment, inflation, and the Phillips curve.

The AS AD model.

Week 9

The impact of savings, capital accumulation, and technological progress on economic growth in the long term (Chapters 12, 13 - Blanchard)

The link between output and capital. The impact of technological growth on economic output.

Recommended literature:

Literature:

1. Blanchard: Macroeconomics, Prentice Hall (online)

Complementary literature:

2. P.Samuelson, R. Nordhaus: Economics, McGraw Hill

Languages necessary to complete the course:

Slovak, English

Ethics:

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

Notes:

Past grade distribution

Total number of evaluated students: 271

A	ABS	B	C	D	E	FX
23,25	35,79	10,7	8,12	9,96	5,54	6,64

Lecturers: doc. PhDr. Paulína Mihaľová, PhD., doc. RNDr. Mária Bohdalová, PhD., Mgr. Michal Páleník, PhD., prof. Ing. Vladimír Gazda, PhD.

Last change: 16.10.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/069PE/18	Course title: Entrepreneurship and Management of Small and Medium-Sized Enterprises
Educational activities: Type of activities: seminar Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
Prerequisites:	
Course requirements: Seminar work: either a/ scientific seminar work (cca 20 pages) based on the selected topic from the studied areas of the course prepared based on the structure of this type of work: Introduction, Theoretical Overview, Methodology, Results, Conclusion. or b/ case study focused on the selected area of the entrepreneurship or SME management. Scale of assessment (preliminary/final): 100/0	
Learning outcomes: Obtaining the newest theoretical knowledge from the field of management and SME. Critical analysis of the current status of entrepreneurship with impact on inclusive entrepreneurship in global environment. Practical application of the obtain knowledge in the process of the case study creation.	
Class syllabus: 1. Introduction to the course and scientific discipline of entrepreneurship and small and medium size companies (SME). 2. Research methodology in the entrepreneurship and SME. 3. Theories of entrepreneurship and entrepreneurial activity. 4. Entrepreneurship as a process. 5. Key factors that influence entrepreneurial activity of individuals. 6. Inclusive entrepreneurship. 7. SME, their definition and role at the country's economy. 8. Financing and SME resources. 9. The key SME strategies. 10. Start-ups. Key characteristics and phases of development and their building. 11. Start-ups financing according to start-up life cycle phases. 12. The newest trends in entrepreneurship.	
Recommended literature:	

- [1] PARKER,S.C. The Economics of Entrepreneurship. Cambridge University Press. March, 2018 Online ISBN: 9781316756706 DOI: <https://doi.org/10.1017/9781316756706> (selected chapters)
<https://www.cambridge.org/core/books/economics-of-entrepreneurship/0E162493BAC1F3FCD0123518B0AF29FE>
- [2] STOKES,D., WILSON,N. Small Business Management and Entrepreneurship. Cengage Learning EMEA, 2010. ISBN 978-1-4080-1799-9 (selected chapters)
- [3] SMITH,J.K., SMITH, R.L., BLISS,R.T.: Entrepreneurial Finance. Strategy Valuation & Deal Structure. Stanford Economics and Finance, 2011. (selected chapters)
- [4] Global Entrepreneurship Monitor, 2019. www.gemconsortium.org.
- [5] PILKOVÁ, A., MIKUŠ, J., KÁČER, J. Seniors, Youth and Women in the European Regions. Conference Proceedings IMES, 2019. <https://imes.vse.cz/conference-proceedings/2019>
- [6] Diagnosing COVID-19 Impacts on Entrepreneurship: Exploring Policies Remedies for Recovery. <https://www.gemconsortium.org/reports/covid-impact-report>
- [7] PILKOVÁ, A., MIKUŠ, J., KÁČER, J. Inclusive Entrepreneurship in the Selected CEE countries: Do Contextual and Framework Matter? Conference Proceedings IMES, 2020. <https://imes.vse.cz/conference-proceedings/2020>
- [8] External information resources provided by CU: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>

Languages necessary to complete the course:

English

Ethics:

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Notes:

Past grade distribution						
Total number of evaluated students: 1						
A	ABS	B	C	D	E	FX
0,0	100,0	0,0	0,0	0,0	0,0	0,0
Lecturers: prof. Ing. Anna Pilková, PhD., MBA						
Last change: 24.09.2021						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/034PE/00	Course title: Financial Accounting
Educational activities: Type of activities: lecture Number of hours: per week: 32 per level/semester: 448 Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
Prerequisites:	
Course requirements: Scale of assessment (preliminary/final): 50/50	
Learning outcomes:	
Class syllabus: 1. Financial accounting – objectives, functions, conceptual framework of US.GAAP, cash and accrual basis of accounting 2. Financial statements- Balance sheet, Income Statement, Cash Flow, The statement of shareholders' equity – basic characteristics 3. Earnings management, Earnings of the higher and lower quality, Realization and matching principle, accrual basis of accounting 4. Current assets – Cash and Cash equivalents, receivables 5. Inventories 6. Long term assets 7. Short-term and long-term investments 8. Current Liabilities 9. Long-term Liabilities and Reserves 10. Lease - operational and financial 11. Shareholders' Equity 12. Multistep-income statement and its distribution, EPS, P/E 13. Dividends – cash and stock dividends	
Recommended literature: 1. Stickney, Weil – Financial Accounting and Analysis – theory, analysis and interpretations, 13th edition, 2013 2. Revsine: Financial Statement and Analysis, Prentice Hall, 4th edition, 2009 3. Krištofik, P. – Saxunová, D. – Šuranová, Z.: Finančné účtovníctvo a riadenie s aplikáciou IAS/IFRS, Iura Edition, Bratislava 2011 4. Saxunová, D.: Ako správne rozumieť informáciám z ÚZ, Wolter Kluwers (Iura Edition), e-book, Bratislava 2008	

Languages necessary to complete the course:**Ethics:**

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

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Notes:**Past grade distribution**

Total number of evaluated students: 64

A	ABS	B	C	D	E	FX	M
10,94	4,69	7,81	17,19	14,06	31,25	14,06	0,0

Lecturers: prof. RNDr. Darina Saxunová, PhD.

Last change: 22.09.2019

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/029PE/10	Course title: Financial Investment
Educational activities: Type of activities: lecture Number of hours: per week: 32 per level/semester: 448 Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
Prerequisites:	
Course requirements: During the semester it will be possible to obtain max. 30 points. 70 points can be obtained for the final exam of the course. It is necessary to obtain at least 91 points out of the total possible number for a rating A, at least 81 points for obtaining a B rating, at least 72 points for obtaining a C rating, at least 66 points for obtaining a D rating and 61 at least 61 points for obtaining an E rating. Scale of assessment (preliminary/final): 30/70	
Learning outcomes: The graduate of the course will gain knowledge about techniques of issuing securities, their tradability and valuation. He will be familiar with the creation and valuation of the portfolio with a focus on individual securities and the possibilities of the composition of the portfolio itself from the real investment environment. They will be able to recognize and characterize the construction of financial market indices and will be able to analyze and evaluate information from individual portals and stock exchanges.	
Class syllabus: <ul style="list-style-type: none"> - Investment decision criteria: return, risk and liquidity. Relationships between investment criteria. - Securities issuance techniques. Ways of increasing and decreasing capital. Value of basic types of securities. - Securities trading. Secondary market. Types of shops. The role of the market maker. - Capital market indices. Construction of basic types of indices. - Structure of interest rates. Valuation of bonds. Relationship between bond yields and interest rate developments. - Basic approaches to the prediction of stock prices on the capital market (fundamental and technical analysis). - Portfolio theory. Stock portfolio. Asset capital valuation model. - Derivatives, distribution, characteristics. - Option trades and option strategies. - Mergers and acquisitions. 	
Recommended literature:	

1. Brigham, E.F. – Ehrhardt, M.C: Financial Management, 14th Edition, Thomson, South-Western, 2014, ISBN-13: 978-1-4390-7811-2.
2. Madura, J. – Foxx, R.: International financial management, Cengage. 2011. ISBN 978-1-4080-3229-9.
3. Šlahor, Ľ. – Žvachová, N.: Kapitálová primeranosť bánk a poisťovní, KARTPRINT 2012, ISBN

Languages necessary to complete the course:

Slovak language / English language

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 20

A	ABS	B	C	D	E	FX
65,0	15,0	15,0	5,0	0,0	0,0	0,0

Lecturers: prof. RNDr. Ing. Ľudomír Šlahor, CSc.

Last change: 29.09.2021

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/017PE/10	Course title: Human Resources Management
Educational activities: Type of activities: lecture Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
Prerequisites:	
Recommended prerequisites: Management	
Course requirements: elaboration of the project according to a predetermined topic and outline Scale of assessment (preliminary/final): 0/100	
Learning outcomes: Students will be able to understand relationship between HRM functions with other managerial activities in the company, to Identify new HR trends in business environment. To characterize and identify new trends in human resources management in the current business environment, to determine the personnel management principles and acquire the ability to analyze, independently solve problems and critical thinking.	
Class syllabus: 1. Managing Human Resources, link between company strategy and personnel strategy 2. The Role of HR management in the Organization 3. Trends in Human Resource Management 4. HR Planning and Recruiting 5. Job analysis and Job Design 6. Employee Recruitment and Selection (process and methods) 7. Performance management and Employee's Performance 8. Training and Developing Employees for Future Success 9. Employee Motivation 10. Compensating Employees (Pay Structure, Benefits) 11. Employee/ Labour relations and Collective Bargaining 12. Managing Human Resources Globally	
Recommended literature: Noe, R., Hollenbeck, J., Gerhart, B., Wright, P. 2020. Human Resource Management - Gaining a Competitive Advantage. McGraw-Hill	

Noe, R., Hollenbeck, J., Gerhart, B., Wright, P. 2018. Fundamentals of Human Resource Management. McGraw-Hill
Carbery, R., Cross, C. 2013. Human Resource Management – A Concise Introduction. Houndmills, Basingstoke, Hampshire: Palgrave Macmillan.

Languages necessary to complete the course:

English

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 23

A	ABS	B	C	D	E	FX
39,13	34,78	13,04	13,04	0,0	0,0	0,0

Lecturers: prof. Ing. Ľubica Bajžíková, PhD.

Last change: 05.10.2022

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/055_PE_ME/14	Course title: Knowledge Management
Educational activities: Type of activities: lecture Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
Prerequisites:	
Course requirements: Scale of assessment (preliminary/final): during semester: 100% at the end of semester: 0%	
Learning outcomes: By completing the course, PhD. students will gain in-depth knowledge of knowledge management, knowledge systems, their properties and functions, decision support systems, business intelligence tools, sales marketing systems.	
Class syllabus: Knowledge systems, properties of knowledge systems, functions of knowledge systems, decision support systems, examples of various systems, business intelligence, sales and marketing systems, accounting and financial systems, knowledge databases, data mining datawarehousing, knowledge management.	
Recommended literature: Odporúčaná literatúra: 1. Chris Collison, Geoff Parcel: Knowledge Management, Computer Press, a.s., Brno 2005, ISBN 80-251-0760-4 2. Ralph H. Sprague, Jr., Barbara C. McNurlin: Informations systems Management in Practice, Prentice-Hall 1993 3. Vladimír Bureš: Znalostní manažment a proces jeho zavádění, Grada, Praha 2007, ISBN: 978-80-247-1978-8 4. Mikulecký, P., Lenharčík, I., Hynek, J.: Znalostní technologie II. Expertní systémy. 2. vydání, GAUDEAMUS, UHK Hradec Králové, 2002, ISBN 80-7041-904-0 5. Mikulecký, P., Hynek, J. (editoři): Znalostní management: Tvorba, organizace a využití znalostí. Intermedia 2/2000, GAUDEAMUS, UHK Hradec Králové, ISBN 80-7041-220-8	
Languages necessary to complete the course:	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development	

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

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Notes:

Past grade distribution

Total number of evaluated students: 16

A	ABS	B	C	D	E	FX
43,75	50,0	0,0	6,25	0,0	0,0	0,0

Lecturers: prof. RNDr. Michal Greguš, PhD.

Last change: 11.02.2021

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/068PE/10	Course title: Management
Educational activities: Type of activities: lecture Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3.	
Educational level: III.	
Prerequisites:	
Course requirements: Preliminary assessment (35%): successful passing the continuous tests Final assessment (65%): applying theoretical knowledge and scientific research results to practical example by preparing a specific case study on the selected discussed topic Scale of assessment (preliminary/final): 35/65	
Learning outcomes: Students are familiar with the history and current trends of management development. With this knowledge, students have the competence and skills to conduct research and apply this knowledge to develop the scientific discipline further.	
Class syllabus: 1. Management and Managers in the Current Era 2. Evolution of Management Theory and Practice Until Recent Era 3. Influence of the Environment in the Era of Complexity and Uncertainty 4. Planning as the Managerial Function and Current Trends 5. Organizing as the Managerial Function and Current Trends 6. Leadership as the Managerial Function and Current Trends 7. Controlling as the Managerial Function and Current Trends	
Recommended literature: 1. Robbins, S. P., Coulter, M. A., Long, L. Management. 16th edition. Harlow: Pearson Education, 2025. 2. Robbins, S. P., Coulter, M. A.. Management. 15th edition. Harlow: Pearson Education, 2021. 3. Copuš, L. a kol. Manažment. Bratislava: Univerzita Komenského v Bratislave, 2024. [online]. Available at: https://stella.uniba.sk/texty/FM_LCakol_manazment_2ed.pdf 4. Collective of Authors. 2020. Principles of Management. Minneapolis: University of Minnesota. [online]. Dostupné na: https://open.lib.umn.edu/principlesmanagement/ MIT Sloan Management Review. Available at https://sloanreview.mit.edu/ 5. Stacho, Z. – Stachová, K. Základy manažmentu. Trnava: Univerzita sv. Cyrila a Metoda v Trnave, 2020. [online]. Available at: https://www.ucm.sk/files/sk/ine-pracoviska/centrum-	

informacnych-zdrojov-ucm-trnave/referat-informacnych-sluzieb/e-zdroje/ucebne-texty-k-stiahnutiu/zaklady_manazmentu.pdf

6. Wojčák, E. a kol. Manažment. Bratislava: Univerzita Komenského v Bratislave, 2017.

7. Majtán, M. a kol. Manažment. Bratislava: Sprint dva, 2016.

8. Sedlák, M. – Lišková, C. Manažment. Bratislava: Wolters Kluwer, 2016.

Languages necessary to complete the course:

English

Ethics:

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Notes:

Past grade distribution

Total number of evaluated students: 222

A	ABS	B	C	D	E	FX
49,55	41,44	4,5	3,6	0,9	0,0	0,0

Lecturers: prof. Mgr. Anna Lašáková, PhD., doc. PhDr. Lukáš Copuš, PhD.

Last change: 18.09.2025

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/024PE/10	Course title: Management Information Systems
Educational activities: Type of activities: course Number of hours: per week: 32 per level/semester: 448 Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
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: 17						
A	ABS	B	C	D	E	FX
47,06	41,18	5,88	5,88	0,0	0,0	0,0
Lecturers: prof. RNDr. Michal Greguš, PhD.						
Last change:						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/014PE/10	Course title: Managerial Ethics
Educational activities: Type of activities: lecture Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4..	
Educational level: III.	
Prerequisites:	
Recommended prerequisites: None.	
Course requirements: Term Paper on a topic that analyzes the ethical aspect of an issue related to the dissertation. The result is a coherent scientific article on an agreed topic, which represents a convergence between the student's PhD dissertation topic and the syllabus content of this course. The paper must be at least 12 pages in length, formatted in Times New Roman font, size 12, with 1.5 line spacing. The work must be based on scientific literature and the student's own critical reflection on the knowledge obtained (own critical analysis). A minimum of 25 sources – scientific articles – must be used in the creation of the paper. Before beginning the writing process, an extensive literature review must be conducted through databases such as Google Scholar, Scopus, Web of Science, ProQuest, or others. During the literature search, focus primarily on articles from scientific journals. The instructor will provide feedback on the first draft of the paper and clarify which sections need to be rewritten if necessary. The paper will be evaluated only after the necessary revisions (if required) have been made. Evaluation 100% – 60% = Passed 59 % and less = Failed Scale of assessment (preliminary/final): 100/0	
Learning outcomes: Students will be able to identify the ethical aspect of the problematics that they are researching within their PhD. thesis and will be able to reflect upon it in the scietific solution of the analyzed issues.	
Class syllabus: 1. Extant scientific discussion on the Managerial ethics as a professional ethics. Differences in the main ideological streams of thought in ME. 2. Basic ethical principles of Managerial ethics. Application of ethical theories into the managerial practice.	

3. Managerial role and influence over the development of ethics in the organization.
4. Institutionalization of ethics in an organization. Integrity- and compliance-based approaches.
5. Ethical leadership and unethical leadership. Moral person and moral manager.
6. The main areas of occurrence of ethical problems in human resource management.
7. Ethical decision making. Individual and institutional factors influencing ethical decision making.
8. Factors that influence the implementation of the ethics program in organizations.
9. The process of implementation of the code of ethics into an organization. Benefits of instilling a code of ethics. Managerial tasks during code of ethics implementation.
10. Trends in the perception of and research in Managerial ethics in the 21st century.

Recommended literature:

Recommended literature:

Refer to the sources listed in the individual sections of the syllabus.

Further literature:

Bevan, D., & Corvellec, H. (2007). The impossibility of corporate ethics: For a Levinasian approach to managerial ethics. *Business ethics: A European Review*, 16(3), 208-219.

Ciulla, J. B., Price, T. L., & Murphy, S. E. (2005). [Introduction to] *The Quest for Moral Leaders: Essays on Leadership Ethics*. Edward Elgar Publishing.

Ciulla, J. B., & Ciulla, J. B. (2020). Ethics and effectiveness: The nature of good leadership. *The search for ethics in leadership, business, and beyond*, 3-32.

Ciulla, J. B., Knights, D., Mabey, C., & Tomkins, L. (2018). Guest editors' introduction: Philosophical contributions to leadership ethics. *Business Ethics Quarterly*, 28(1), 1-14.

Donaldson, L. (2008). Ethics problems and problems with ethics: Toward a pro-management theory. *Journal of Business Ethics*, 78, 299-311.

He, L., & Ho, S. J. K. (2011). Monitoring costs, managerial ethics and corporate governance: A modeling approach. *Journal of Business Ethics*, 99, 623-635.

Jin, K. G., Drozdenko, R., & Bassett, R. (2007). Information technology professionals' perceived organizational values and managerial ethics: An empirical study. *Journal of Business Ethics*, 71, 149-159.

Levine, M. P., & Boaks, J. (2014). What does ethics have to do with leadership?. *Journal of Business Ethics*, 124, 225-242.

Martela, F. (2022). Is moral growth possible for managers? A pragmatist look at managerial ethics. In *Handbook of Philosophy of Management* (pp. 883-896). Cham: Springer International Publishing.

Petrick, J. A., & Quinn, J. F. (1997). *Management ethics: Integrity at work* (Vol. 6). Sage.

Price, T. L. (2008). *Leadership ethics: An introduction*. Cambridge University Press.

Price, T. L. (2018). A "critical leadership ethics" approach to the Ethical Leadership construct. *Leadership*, 14(6), 687-706.

Remišová, A., Lašáková, A., & Kirchmayer, Z. (2019). Influence of formal ethics program components on managerial ethical behavior. *Journal of Business Ethics*, 160, 151-166.

Rozuel, C., & Kakabadse, N. K. (2010). Managerial ethics as a prerequisite to CSR: The person behind the role. In *Theory and practice of corporate social responsibility* (pp. 3-22). Berlin, Heidelberg: Springer Berlin Heidelberg.

Scholl, J. A., Mederer, H. J., & Scholl, R. W. (2023). Leadership, ethics, and decision-making. In *Global encyclopedia of public administration, public policy, and governance* (pp. 7495-7504). Cham: Springer International Publishing.

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

Additional resources will be continuously supplemented and updated (with regard to new

and available resources).

Languages necessary to complete the course:

Slovak, English

Ethics:

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Notes:

An extensive syllabus will be distributed to students who register for this course.

Past grade distribution

Total number of evaluated students: 13

A	ABS	B	C	D	E	FX
38,46	30,77	7,69	15,38	0,0	7,69	0,0

Lecturers: prof. Mgr. Anna Lašáková, PhD.

Last change: 06.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/056PE/10	Course title: Market Research
Educational activities: Type of activities: lecture Number of hours: per week: per level/semester: 32s Form of the course: on-site learning, combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
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: 19						
A	ABS	B	C	D	E	FX
57,89	21,05	21,05	0,0	0,0	0,0	0,0
Lecturers: prof. Mgr. Peter Štarchoň, PhD.						
Last change: 03.09.2025						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMk/014PE/00	Course title: Marketing
Educational activities: Type of activities: lecture Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
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: 660							
A	ABS	B	C	D	E	FX	M
26,97	0,76	24,55	19,85	13,94	7,42	6,52	0,0
Lecturers: prof. Mgr. Peter Štarchoň, PhD.							
Last change: 03.09.2025							
Approved by: prof. Mgr. Anna Lašáková, PhD.							

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/016PE/21	Course title: Operations Management and Logistics
Educational activities: Type of activities: seminar Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
Prerequisites:	
Recommended prerequisites: Completed course on Management	
Course requirements: The evaluation consists of two parts: (1) active participation 20%, (2) project 80%. The overall evaluation is in accordance with the faculty evaluation system: A = 91-100%, excellent; B = 81-90%, very good; C = 73-80%, good; D = 66-72%, satisfactory; E = 65-60%, sufficient; FX = 0-59%, insufficient.	
Learning outcomes: The course Operations Management and Logistics provides students of the doctoral's degree with knowledge from two areas, they closely correlate, management of production system and management of material flow. After successful completion of the course student will be able to: <ul style="list-style-type: none"> • Understand the importance and functions of operations management and explain the basic managerial terms and processes. • Apply systemic, professional, and creative approach to identify and address the problems and challenges in productivity improvement. • Understand the role of software systems for production planning and control. • Understand the core concepts of digital manufacturing and digital twin. • To apply principles of sustainable manufacturing. • Understand the importance and functions of logistics and supply chain management. • Understand the principles of purchasing, procurement, and sourcing in logistics. • Analyze the inventory and warehouse management systems. • Describe the new approaches in logistics transportation systems. • Describe new approaches to the use of information and communication technologies in logistics within the new direction of Logistics 4.0. 	
Class syllabus: 1. Characteristics of operations management and effective production system 2. Productivity management 3. ERP a MES systems	

4. Digital production system and digital twin
5. Sustainable production system
6. Characteristics of logistics and supply chain management
7. Procurement and purchasing
8. Inventory management
9. Warehouse management
10. Logistics transportation systems
11. Information and communication systems in logistics

Recommended literature:

Basic literature:

- [1] HEIZER, Jay H., RENDER, Barry, MUNSON, Chuck. Operations Management: Sustainability and Supply Chain Management. 13th edition. Harlow: Pearson, 2020. ISBN 978-1-292-29503-9.
- [2] SULLIVAN, Mac, KERN, Johannes, eds. The Digital Transformation of Logistics: Demystifying Impacts of the Fourth Industrial Revolution. Hoboken, New Jersey: Wiley-IEEE Press, 2021. ISBN 978-1-119-64640-2.
- [3] BURGHART, Stephanie, FEKETE, Milan. Risk Management of Procurement of the German Medium-Sized Industrial Companies with the Focus on Security of Supply. In: KRYVINSKA, Natalia, PONISZEWSKA-MARAÑDA, Aneta, eds. Developments in Information & Knowledge Management for Business Applications. Cham: Springer, 2022, pp. 321-359. ISBN 978-3-030-77915-3.
- [4] LANGLEY, C. John, NOVACK, Robert A., GIBSON, Brian J., COYLE, John Joseph. Supply Chain Management: A Logistics Perspective. 11th edition. Boston: Cengage, 2021. ISBN 978-0-357-44213-5.

Additional literature:

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

Languages necessary to complete the course:

Slovak, English

Ethics:

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

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

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

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

Notes:

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

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

Past grade distribution

Total number of evaluated students: 0

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

Lecturers: doc. Ing. Milan Fekete, PhD.

Last change: 31.03.2022

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KMn/040PE/21	Course title: Organizational Behavior
Educational activities: Type of activities: lecture Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4..	
Educational level: III.	
Prerequisites:	
Course requirements: Semester work on a topic that analyzes a selected aspect of a problem related to the dissertation. The result is a comprehensive scientific article on an agreed topic that is an intersection of the topic of the student's PhD thesis and the content of the course syllabus. The scope of the work is at least 12 pages, Times New Roman font, size 12, line spacing 1.5. The work must be based on scientific literature and your own critical reflection of the acquired knowledge (your own critical analysis). The minimum number of sources - scientific articles - used in the creation of the work is 25. Before starting to write, it is necessary to conduct an extensive literature survey using databases such as Google Scholar, Scopus, Web of Science, ProQuest or others. During the literature search, it is necessary to focus primarily on articles from scientific journals. The teacher will provide feedback on the first version of the article and, if necessary, clarify which sections need to be rewritten. The work will be evaluated only after the changes have been made (if necessary). Evaluation: 100% – 60% = Pass 59% and less = Fail Scale of assessment (preliminary/final): 100 /0	
Learning outcomes: The course builds the ability of scientific and critical reflection and analysis of theoretical concepts from the field of OB. It leads students to use theoretical knowledge in solving real organizational problems that managers encounter. It develops the managerial and leadership potential of the students and the ability to solve problems associated with managing people and achieving organizational goals. Understanding and analyzing the complex relationship between the organization and employees and the factors that condition the behavior of people in organizations.	
Class syllabus: 1. OB as science. 2. Research methods utilized in OB. 3. Micro organizational behavior. 4. Macro organizational behavior.	

5. Positive OB.
6. Positive employee behavior.
7. Dysfunctional employee behavior.
8. New concepts in leadership.
9. Management development.
10. OB for the 21st century.

Recommended literature:

- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(6), 695-706.
- Luthans, F. (2002). Positive organizational behavior: Developing and managing psychological strengths. *Academy of Management Perspectives*, 16(1), 57-72.
- Champoux, J. E. (2010). *Organizational behavior: Integrating individuals, groups, and organizations*. Routledge.
- Rousseau, D. M. (1997). Organizational behavior in the new organizational era. *Annual Review of Psychology*, 48(1), 515-546.
- Wright, T. A. (2003). Positive organizational behavior: An idea whose time has truly come. *Journal of Organizational Behavior*, 24(4), 437-442.
- Bazerman, M. H. (1984). The relevance of Kahneman and Tversky's concept of framing to organizational behavior. *Journal of Management*, 10(3), 333-343.
- Hartley, J. F. (1983). Ideology and organizational behavior. *International Studies of Management & Organization*, 13(3), 7-34.
- Culnan, M. J., O'Reilly III, C. A., & Chatman, J. A. (1990). Intellectual structure of research in organizational behavior, 1972-1984: A cocitation analysis. *Journal of the American Society for Information Science*, 41(6), 453-458.
- Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology*, 58, 479.
- Zerbe, W. J., & Paulhus, D. L. (1987). Socially desirable responding in organizational behavior: A reconception. *Academy of Management Review*, 12(2), 250-264.
- Gioia, D. A., & Poole, P. P. (1984). Scripts in organizational behavior. *Academy of Management Review*, 9(3), 449-459.
- Davis, T. R., & Luthans, F. (1980). A social learning approach to organizational behavior. *Academy of Management Review*, 5(2), 281-290.
- Nadler, D. A., & Tushman, M. L. (1980). A model for diagnosing organizational behavior. *Organizational Dynamics*, 9(2), 35-51.
- Ashforth, B. E., & Fried, Y. (1988). The mindlessness of organizational behaviors. *Human Relations*, 41(4), 305-329.
- Smircich, L. (2017). Concepts of culture and organizational analysis. *The Anthropology of Organisations*, 255-274.
- Rousseau, D. M., & House, R. J. (1994). Meso organizational behavior: Avoiding three fundamental biases. *Journal of Organizational Behavior (1986-1998)*, 13.
- Miner, J. B. (2003). The rated importance, scientific validity, and practical usefulness of organizational behavior theories: A quantitative review. *Academy of Management Learning & Education*, 2(3), 250-268.
- Heath, C., & Sitkin, S. B. (2001). Big#B versus Big#O: What is organizational about organizational behavior?. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 22(1), 43-58.
- Cummings, L. L. (1978). Toward organizational behavior. *Academy of Management Review*, 3(1), 90-98.

Presthus, R. V. (1958). Toward a theory of organizational behavior. *Administrative Science Quarterly*, 48-72.

DuBrin, A. J. (2013). *Fundamentals of organizational behavior: An applied perspective*. Elsevier. External information resources provided by CU: <http://uniba.sk/o-univerzite/fakulty-a-dalsie-sucasti/akademicka-kniznica-uk/externe-informacne-zdroje/>

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

Recommended journals: *Organizational Behavior and Human Decision Processes*, *Organizational Dynamics*, *Organization Science*, *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Business Horizons*, *Human Relations*, *Journal of Personality and Social Psychology*, *Harvard Business Review*.

Languages necessary to complete the course:

Slovak, English

Ethics:

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

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

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

Notes:

In addition to this information sheet, each student who enrolls in this course will receive an extensive syllabus, which informs about the content of individual topics and acquired skills.

Past grade distribution

Total number of evaluated students: 0

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

Lecturers: prof. Mgr. Anna Lašáková, PhD.

Last change: 06.02.2026

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/004P/20	Course title: Own Pedagogical activity
Educational activities: Type of activities: Number of hours: per week: per level/semester: Form of the course: on-site learning, combined	
Number of credits: 10	
Recommended semester: 1., 2., 3., 4., 5., 6..	
Educational level: III.	
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: 274						
A	ABS	B	C	D	E	FX
0,0	100,0	0,0	0,0	0,0	0,0	0,0
Lecturers:						
Last change:						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/MP_PE/10	Course title: Project Management
Educational activities: Type of activities: course Number of hours: per week: 32 per level/semester: 448 Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
Prerequisites:	
Course requirements: Scale of assessment (preliminary/final): during semester: 100%at the end of semester (examination period): 0%	
Learning outcomes: Students will learn the theory and study cases from practice of project management. Further they learn how managers plan and control operations and processes within organisation to achieve goals through proper methodologies.	
Class syllabus: Project management techniques, basic concepts of business processes and strategies, methodology and strategies - measurability of key precesses, relationship between processes and tools and their use to achieve process efficiency, modern PM integrated processes, flow change management , culture to support management, management support tools ERP, CRM, Integration processes, trends and use cases, Prince2, PMBoK, CPMM (Cornell) and other methodologies.	
Recommended literature: Sabol T., Macej P.: Projektový manažment, TU Košice, 2001 Kerzner H.: Applied Project Management, by John Wiley, 2000 Berkun, Scott (2005). Art of Project Management. Cambridge, MA: O'Reilly Media. ISBN 0-596-00786-8 Project Management Institute (2003). A Guide To The Project Management Body Of Knowledge, 3rd ed., Project Management Institute. ISBN 1-930699-45-X Mantel, Samuel J., Meredith, Jack R., Shafer, Scott M., & Sutton, Margaret M.3rd edition (2008). Project Management in Practice. NJ, USA: John Wiley & Sons	
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: 31

A	ABS	B	C	D	E	FX
70,97	19,35	6,45	3,23	0,0	0,0	0,0

Lecturers: prof. RNDr. Michal Greguš, PhD., prof. Ing. Ján Papula, PhD.

Last change: 11.02.2021

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM/002P/18	Course title: Publications, participation in conferences, teaching, projects solving etc.
Educational activities: Type of activities: Number of hours: per week: per level/semester: Form of the course: on-site learning, combined	
Number of credits: 153	
Recommended semester: 1., 2., 3., 4., 5., 6..	
Educational level: III.	
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: 590						
A	ABS	B	C	D	E	FX
2,71	97,29	0,0	0,0	0,0	0,0	0,0
Lecturers:						
Last change:						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/223PE/24	Course title: Quantitative Methods of the Scientific Research
Educational activities: Type of activities: lecture / seminar Number of hours: per week: 16 / 16 per level/semester: 224 / 224 Form of the course: combined	
Number of credits: 8	
Recommended semester: 2.	
Educational level: III.	
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: 2						
A	ABS	B	C	D	E	FX
0,0	100,0	0,0	0,0	0,0	0,0	0,0
Lecturers: doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD.						
Last change: 10.09.2024						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/266PE/16	Course title: Research Methodology and Paper Writing
Educational activities: Type of activities: seminar Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 1.	
Educational level: III.	
Prerequisites:	
Course requirements:	
Learning outcomes: The successful student will demonstrate the ability to: <ul style="list-style-type: none"> • Present scientific information in appropriate language for various audiences, including scholarly and general, in print and online • Understand of the needs of various audiences/readerships and how these needs affect the style, vocabulary, and content of writing • Recognize the conventions governing the dissemination of scientific knowledge • Understand the origins of scientific writing styles • Write concisely, concretely, and accurately to present complex scientific ideas clearly • Expand information literacy (researching primary and secondary sources) for finding, evaluating, integrating and synthesizing ethically the necessary information and visuals for the completion of a project • Effectively and ethically incorporate appropriate scientific exhibits (visuals, graphs, charts, etc) for designing presentations and posters, and for supplementing text • Competence in the mechanics of writing is essential, including use of appropriate documentation styles. At the end of the course, students should be able to: <ul style="list-style-type: none"> • Distinguish different types of research, their audiences and how research material might be effectively presented • Prepare scientific and technical papers, and presentations • Format documents and presentations to optimize their visual appeal when viewed in-press, as a podcast or audio/video file format on the internet, or through personal presentations to an audience • Effectively use features of Microsoft Office to create eye-catching professional documents and presentations • Effectively use features of Microsoft Word, Powerpoint, and Excel to create professional looking tables, graphs and figures • Accept constructive criticism and use reviewers' comments to improve quality and clarity of written reports and presentations. 	

Class syllabus:**Course Description and Objectives:**

A course intended to give PhD students the skills necessary to write a thesis, and to prepare other professional materials for presentation or publication. Topics covered in this course include: searching the scientific literature; scientific writing style; writing graduate level papers, proposals, projects, and thesis components; preparing scientific presentations; presentation of data; using visual aids; and using word processing, spreadsheet, and presentation software.

Further, the course is designed to introduce students to basic scientific writing skills. Participants will review the general principles of clear, persuasive writing, and will apply these principles to writing for a scientific audience. Particular emphasis will be placed on conveying the significance of your research, outlining the aims, and discussing the results for scientific papers and grant proposals. The course will also provide an overview of the structure and style of scientific manuscripts.

Classes are highly interactive, and the majority of class time will be spent discussing student scientific writing. The goal of the course is to encourage active and open interaction among students. Ideal endpoints include improved self-editing, and development of effective strategies for offering and receiving concise editorial recommendations among peers.

The course aims to clarify the writing process and teach the fundamentals of effective scientific writing. Instruction will focus primarily on the process of writing and publishing scientific manuscripts but grant writing will also be addressed.

The course will take a multi-modal approach so that students can also work on presentations and posters, using visuals and graphics effectively to convey their message in the scholarly and public realm, including print and digital publishing sites, adapting the materials and texts as needed to become increasingly critical thinkers and writers, who can shape material effectively.

While working on clear, correct, concise style, the course will also address the evolution of scientific writing and conventions. A wide range of scientific fields will be addressed, with special emphasis on the field in which the student is working.

Designed for science and engineering students as well as writing minors.

Course Learning Objectives:

The following course learning objectives form the basis of successful pedagogy in this course. The goal of each assignment is to demonstrate mastery in one or more of the following areas:

- Model effective scientific and technical communication in the workplace by actively participating in writing activities, both individually and collaboratively.
- Apply technical information and knowledge in practical documents for a variety of a.) professional audiences (including peers and colleagues or management), and b.) public audiences.
- Write documents that demonstrate professional style: concise, clear, accurate, honest, economical, and unambiguous.
- Use professional writing strategies: Direct order organization, objective voice, unbiased analysis and summary, and use of transitional devices to create coherence.
- Recognize, explain, and use the rhetorical strategies and the formal elements of specific genres of technical communication, such as technical abstracts, data based research reports, instructional manuals, technical descriptions, web pages, wikis, and correspondence.
- Collect, analyze, document, and report research clearly, concisely, logically, and ethically; understand the standards for legitimate interpretations of research data within scientific and technical communities.
- Recognize and develop professional format features in print, html, and multimedia modes, as well as use appropriate nonverbal cues and visual aids.
- Revise and edit effectively in all assignments, including informal media (such as email to the instructor).

- Demonstrate professional work habits, including those necessary for effective collaboration and cooperation.

Focus Areas:

The core of this course consists of the following four skill areas:

- Research skills - using primary and library research to discover information
- Correspondence skills - learning the generic conventions of each
- Explanatory or demonstrative writing skills - to disseminate technical information to either nontechnical or technical readers, such as descriptions, instructions, informational handouts, international conferences
- Visual communication skills - may appear as separate assignments or as components of other assignments

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Class syllabus:

Here is a list of topics that we plan to cover in this course. This list is the subject to change based on class progress and the lecturers' discretion.

Module-1: Introduction

- Research – What is it?
- How do researchers communicate?
- Examining examples of different types of scientific communication
- Introduction to concepts, investigation of scholarly and popular science writing categories, understanding the difference, rhetorical situation and audiences, disciplinary expectations, what counts as evidence

Module-2: Scientific Literature

- Searching the scientific literature
- Using online search engines
- What is a refereed journal?
- Plagiarism and how to avoid it
- Reading sample Lit Reviews as models of thinking and organizing material
- Work on Lit Review/Annotated bibliography to provide background for longer article
- Work on summary and analysis, rhetorical précis, abstracts, keywords
- Discover a research question and find the conversation to enter

Module-3: Beginning to Write

- Establishing your constraints
- Organizing your writing
- Preparing outlines
- Standard formats for scientific papers, research projects and theses style guides

Module-4: Content

- Creating a literature review
- Preparing other sections of a research report (abstract, introduction, materials and methods, results and discussion, conclusions)
- Including and summarizing research data
- Presentations/sharing of research report on scientific writing in the disciplines, scholarly and popular media
- Continued work on writing styles and correctness

Module-5: Style and grammar

- Scientific writing style
- First-person vs. Third-person; Passive vs. active voice
- Avoiding excessive wording

- Grammar
- Avoiding misuse of words
- When to use footnotes
- More reading. Polishing prose and adapting to audiences.

Module-6: Reference citations

- How to use references
 - Within the text
 - How to make lists of references

Module-7: Revising

- Dealing with revisions
- Accepting criticism
- Making sense of reviewers' comments
- Making the changes
- What to do if you do not agree with reviewers' comments

Module-8: Other communication and other types of scientific writing

- research proposals
- creating a fact sheet/bulletin
- articles for popular press
- memos, letters and emails

Module-9: Using Computer technologies

- Microsoft Word
 - Formatting (including margins, tabs, indents, justification, etc)
 - Using the table feature
 - Creating tables of content
- Microsoft Excel
 - Creating tables, charts, graphs

Module-10: Poster and Oral Presentations

- Organization and formats for posters
- Using Microsoft Powerpoint
- Designing and preparing slides for an oral presentation
- Importing tables, charts and graphs from Excel
- Optimizing pictures for use in presentations
- Using visual aids without overdoing it
- Using Microsoft Powerpoint

Recommended literature:

1. Robert A. Day and Barbara Gastel. How to Write and Publish a Scientific Paper, 8 edition. Greenwood, 2016, ISBN 978-1440842801.
2. Alley, M. 2003. The Craft of Scientific Presentations: Critical steps to succeed and critical errors to avoid. Springer, NY. ISBN:0-387-95555-0.
3. George D. Gopen and Judith A. Swan, "The Science of Scientific Writing" American Scientist (1990) vol 78: 550-558. Available at <http://www.americanscientist.org/>
4. Penrose and Katz. Writing in the Sciences. Pearson, 2004.
5. Scott L. Montgomery. The Chicago Guide to Communicating Science. University Of Chicago Press, 2003. ISBN-10: 0226534847.
6. Rebecca Skloot, Floyd Skloot, Jesse Cohen (eds.) The Best American Science Writing 2011. Ecco, 2011. ISBN-10: 0062091247.
7. Thomas A Easton (editor) Taking Sides: Clashing Views in Science, Technology, and Society. 10th edition. McGraw-Hill/Dushkin, 2011. ISBN-10: 0078050278.

8. Björn Gustavii, 2008. How to Write and Illustrate Scientific Papers, Second Edition. Cambridge University Press, ISBN-13 978-0-521-87890-6.
9. UNDERSTANDING THE PUBLISHING PROCESS. How to publish in scholarly journals. Published by Elsevier, April 2015.
10. Ann M. Körner. 2008. Guide to Publishing a Scientific Paper. Routledge, Taylor & Francis Group, ISBN 978-0-415-45265-6.
11. C. Bauer, C. Strauss, “Location-based Advertising on Mobile Devices: A Literature Review and Analysis”, Management Review Quarterly (MRQ), Springer, Vol. 66, No. 3, 2016, pp. 159-194.
12. N. Kryvinska, R. Olexova, P. Dohmen, C. Strauss, “The S-D Logic Phenomenon- Conceptualization and Systematization by Reviewing the Literature of a Decade (2004-2013)”, Journal of Service Science Research, Springer, Vol. 5, No. 1, 2013, pp. 35-94.
https://www.researchgate.net/publication/262601746_The_S-D_logic_phenomenon_-_conceptualization_and_systematization_by_reviewing_the_literature_of_a_decade_2004-2013

Languages necessary to complete the course:

English

Ethics:

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

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

Notes:

Active knowledge of English, outline of the paper (title, problem identification, paper objective, hypothesis or 1 research question) - max one page font 12 double spacing submitted 10 days prior the course.

Past grade distribution

Total number of evaluated students: 191

A	ABS	B	C	D	E	FX
28,27	67,54	4,19	0,0	0,0	0,0	0,0

Lecturers: prof. Ing. Natalia Kryvinska, PhD., prof. Ing. Anna Pilková, PhD., MBA, prof. Mgr. Peter Štarchoň, PhD.

Last change: 10.02.2022

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/266PE/17	Course title: Research Methodology and Paper Writing
Educational activities: Type of activities: seminar Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 2.	
Educational level: III.	
Prerequisites:	
Course requirements:	
Learning outcomes: The successful student will demonstrate the ability to: <ul style="list-style-type: none"> • Present scientific information in appropriate language for various audiences, including scholarly and general, in print and online • Understand of the needs of various audiences/readerships and how these needs affect the style, vocabulary, and content of writing • Recognize the conventions governing the dissemination of scientific knowledge • Understand the origins of scientific writing styles • Write concisely, concretely, and accurately to present complex scientific ideas clearly • Expand information literacy (researching primary and secondary sources) for finding, evaluating, integrating and synthesizing ethically the necessary information and visuals for the completion of a project • Effectively and ethically incorporate appropriate scientific exhibits (visuals, graphs, charts, etc) for designing presentations and posters, and for supplementing text • Competence in the mechanics of writing is essential, including use of appropriate documentation styles. At the end of the course, students should be able to: <ul style="list-style-type: none"> • Distinguish different types of research, their audiences and how research material might be effectively presented • Prepare scientific and technical papers, and presentations • Format documents and presentations to optimize their visual appeal when viewed in-press, as a podcast or audio/video file format on the internet, or through personal presentations to an audience • Effectively use features of Microsoft Office to create eye-catching professional documents and presentations • Effectively use features of Microsoft Word, Powerpoint, and Excel to create professional looking tables, graphs and figures • Accept constructive criticism and use reviewers' comments to improve quality and clarity of written reports and presentations. 	

Class syllabus:

Class syllabus:

Here is a list of topics that we plan to cover in this course. This list is the subject to change based on class progress and the lecturers' discretion.

Module-1: Introduction

- Research – What is it?
- How do researchers communicate?
- Examining examples of different types of scientific communication
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Module-2: Scientific Literature

- Searching the scientific literature
- Using online search engines
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- Plagiarism and how to avoid it
- Reading sample Lit Reviews as models of thinking and organizing material
- Work on Lit Review/Annotated bibliography to provide background for longer article
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- Discover a research question and find the conversation to enter

Module-3: Beginning to Write

- Establishing your constraints
- Organizing your writing
- Preparing outlines
- Standard formats for scientific papers, research projects and theses style guides

Module-4: Content

- Creating a literature review
- Preparing other sections of a research report (abstract, introduction, materials and methods, results and discussion, conclusions)
- Including and summarizing research data
- Presentations/sharing of research report on scientific writing in the disciplines, scholarly and popular media
- Continued work on writing styles and correctness

Module-5: Style and grammar

- Scientific writing style
- First-person vs. Third-person; Passive vs. active voice
- Avoiding excessive wording
- Grammar
- Avoiding misuse of words
- When to use footnotes
- More reading. Polishing prose and adapting to audiences.

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- How to use references
- Within the text
- How to make lists of references

Module-7: Revising

- Dealing with revisions
- Accepting criticism
- Making sense of reviewers' comments

- Making the changes
 - What to do if you do not agree with reviewers' comments
- Module-8: Other communication and other types of scientific writing

- research proposals
- creating a fact sheet/bulletin
- articles for popular press
- memos, letters and emails

Module-9: Using Computer technologies

- Microsoft Word
- Formatting (including margins, tabs, indents, justification, etc)
- Using the table feature
- Creating tables of content
- Microsoft Excel
- Creating tables, charts, graphs

Module-10: Poster and Oral Presentations

- Organization and formats for posters
- Using Microsoft Powerpoint
- Designing and preparing slides for an oral presentation
- Importing tables, charts and graphs from Excel
- Optimizing pictures for use in presentations
- Using visual aids without overdoing it
- Using Microsoft Powerpoint

Recommended literature:

1. Robert A. Day and Barbara Gastel. How to Write and Publish a Scientific Paper, 8 edition. Greenwood, 2016, ISBN 978-1440842801.
2. Alley, M. 2003. The Craft of Scientific Presentations: Critical steps to succeed and critical errors to avoid. Springer, NY. ISBN:0-387-95555-0.
3. George D. Gopen and Judith A. Swan, "The Science of Scientific Writing" American Scientist (1990) vol 78: 550-558. Available at <http://www.americanscientist.org/>
4. Penrose and Katz. Writing in the Sciences. Pearson, 2004.
5. Scott L. Montgomery. The Chicago Guide to Communicating Science. University Of Chicago Press, 2003. ISBN-10: 0226534847.
6. Rebecca Skloot, Floyd Skloot, Jesse Cohen (eds.) The Best American Science Writing 2011. Ecco, 2011. ISBN-10: 0062091247.
7. Thomas A Easton (editor) Taking Sides: Clashing Views in Science, Technology, and Society. 10th edition. McGraw-Hill/Dushkin, 2011. ISBN-10: 0078050278.
8. Björn Gustavii, 2008. How to Write and Illustrate Scientific Papers, Second Edition. Cambridge University Press, ISBN-13 978-0-521-87890-6.
9. UNDERSTANDING THE PUBLISHING PROCESS. How to publish in scholarly journals. Published by Elsevier, April 2015.
10. Ann M. Körner. 2008. Guide to Publishing a Scientific Paper. Routledge, Taylor & Francis Group, ISBN 978-0-415-45265-6.
11. C. Bauer, C. Strauss, "Location-based Advertising on Mobile Devices: A Literature Review and Analysis", Management Review Quarterly (MRQ), Springer, Vol. 66, No. 3, 2016, pp. 159-194.
12. N. Kryvinska, R. Olexova, P. Dohmen, C. Strauss, "The S-D Logic Phenomenon- Conceptualization and Systematization by Reviewing the Literature of a Decade (2004-2013)", Journal of Service Science Research, Springer, Vol. 5, No. 1, 2013, pp. 35-94.

https://www.researchgate.net/publication/262601746_The_S-D_logic_phenomenon_-_conceptualization_and_systematization_by_reviewing_the_literature_of_a_decade_2004-2013

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:

Active knowledge of English, outline of the paper (title, problem identification, paper objective, hypothesis or 1 research question) - max one page font 12 double spacing submitted 10 days prior the course.

Past grade distribution

Total number of evaluated students: 165

A	ABS	B	C	D	E	FX
26,06	72,73	1,21	0,0	0,0	0,0	0,0

Lecturers: prof. Ing. Natalia Kryvinska, PhD., prof. Ing. Anna Pilková, PhD., MBA, prof. Mgr. Peter Štarchoň, PhD.

Last change: 10.02.2022

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

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KIS/057PE/10	Course title: Strategic Information Systems
Educational activities: Type of activities: course Number of hours: per week: 32 per level/semester: 448 Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
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: 18						
A	ABS	B	C	D	E	FX
44,44	33,33	5,56	11,11	5,56	0,0	0,0
Lecturers: prof. RNDr. Michal Greguš, PhD.						
Last change:						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KSP/033PE/17	Course title: Strategic Management
Educational activities: Type of activities: seminar Number of hours: per week: per level/semester: 32s Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
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: 15						
A	ABS	B	C	D	E	FX
13,33	73,33	6,67	6,67	0,0	0,0	0,0
Lecturers: doc. Mgr. Zuzana Papulová, PhD.						
Last change:						
Approved by: prof. Mgr. Anna Lašáková, PhD.						

COURSE DESCRIPTION

Academic year: 2025/2026	
University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID: FM.KEF/012PE/10	Course title: Tax systems
Educational activities: Type of activities: Number of hours: per week: per level/semester: Form of the course: combined	
Number of credits: 8	
Recommended semester: 3., 4., 5., 6..	
Educational level: III.	
Prerequisites:	
Course requirements:	
Learning outcomes:	
Class syllabus: 1. History of taxation 2. History of tax system in SR 3. Characteristics of tax system in SR 4. Definition, concept, division and classification of taxes 5. Indirect taxes, VAT 6. Indirect taxes, consumption tax 7. System of tax administration 8. Goals of taxation, function of public finance 9. Tax principles, optimal taxation, tax justice 10. Tax influence on economic behaviour and decision-making of businesses 11. Tax harmonization in EU	
Recommended literature: 1. Bojňanský, J. a kol.: Dane podnikateľských subjektov, 2010, VES SPU 2. Široký, J.: Dane v Európskej únii. 2.vyd. Linde Praha, a s. 2007. 3. Harumová, A. - Kubátová, K.: Dane podnikateľských subjektov. 1. vyd. Bratislava: Poradca podnikateľa, 2006 4. Zákon č. 511/1992 Zb. o správe daní a poplatkov a o zmenách v sústave územných finančných orgánov v znení neskorších predpisov 5. Zákon č. 222/2004 Z. z. o dani z pridanej hodnoty v znení neskorších predpisov 6. Zákony o spotrebných daniach v platnom znení.	
Languages necessary to complete the course: English	
Ethics: The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development	

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

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Notes:

Past grade distribution

Total number of evaluated students: 12

A	ABS	B	C	D	E	FX
66,67	8,33	25,0	0,0	0,0	0,0	0,0

Lecturers: doc. Ing. Jana Kajanová, PhD.

Last change: 07.03.2018

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