

# Course descriptions

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## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/161P/10	<b>Course title:</b> Analysis of credit risks of financial portfolios
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b> 1. Allen, L., Boudoukh, J., Saunders, A.: Understanding Market, Credit and Operational Risk. The Value at Risk approach. Blackwell Publishing Ltd. 2004 2. Alexander C.: Market Risk Analysis. John Wiley & Sons, Inc., 2008 3. Bohdalová, M. – Greguš, M.: Stochastické analýzy finančných trhov, UK, Bratislava, 2012 4. Bluhm Ch., Overbeck, L., Wagner, Ch.: An Introduction to Credit Risk Modeling. Chapman & Hall/CRC Financial Mathematics Series. New York, 2003 5. Jorion, P. : Financial Risk Manager Handbook, John Wiley & Sons, Inc., 2009 6. Löffler, G., Posch, P.N: Credit risk modeling using Excel and VBA, John Wiley & Sons, Inc., 2007 7. Saunders, A., Allen, L.: Credit Risk measurement. John Wiley & Sons, Inc., 2002 8. McNeil, A., Frey, J. R., Embrechts, P. :Quantitative Risk Management, Princeton University Press, Princeton and Oxford, 2005	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development and can be used both in their future careers and in their lives as active citizens in democratic societies. Following the provisions of Internal Regulation of the Comenius University Bratislava - Internal system of ensuring the quality of higher education of the Comenius University Bratislava, <i>each student consistently achieves his/her study results honestly during his/her studies; does not cheat or use dishonest procedures during any form of verification of his study knowledge and knowledge.</i> Cases of violation of this provision can be assessed as a violation of obligations	

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

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

**Notes:**

**Past grade distribution**

Total number of evaluated students: 4

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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/160P/10	<b>Course title:</b> Analysis of market risks financial portfolios
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 7						
A	ABS	B	C	D	E	FX
85,71	14,29	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. RNDr. Mária Bohdalová, PhD.						
<b>Last change:</b> 04.10.2023						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/009P/09	<b>Course title:</b> Communication Techniques in Marketing
<b>Educational activities:</b> <b>Type of activities:</b> <b>Number of hours:</b> <b>per week: per level/semester:</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Paper 15-20 pages long. Students choose the topic.	
<b>Learning outcomes:</b> Deep knowledge on marketing communication.	
<b>Class syllabus:</b> 1 Social Communication. Communication skills as a professional manager in marketing. 2 Communication technology manager in a business meeting and vyjednávani.Podstata trade talks. Techniques of persuasion. 3 Communication techniques in lobbying. World, Europe and us. 4 .Interkultúrne differences in communication techniques in marketingu.Obchod and marketing in a global world. 5 Summary of communication with verejnost'ou.Uplatnenie PR communication principles in internal and external communication. 6 Application of communication skills in marketing manager. Blogs, press conferences, events, word of mouth marketing. 7 Sales skills managers. Communication with the customer. Nature of neuromarketing. 8 guerrilla marketing techniques. Communication guerrilla marketers.	
<b>Recommended literature:</b> Kotler, P., & Keller, K. L. (2012). Marketing management . New Jersey, US: Pearson Education. Keller, K. L., & Kotler, P. (2016). Marketing management. Pearson.	
<b>Languages necessary to complete the course:</b> Slovak	
<b>Ethics:</b> 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: 9

A	ABS	B	C	D	E	FX
55,56	22,22	22,22	0,0	0,0	0,0	0,0

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

**Last change:** 03.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/100P/24	<b>Course title:</b> Data Modeling in Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>						
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
<b>Lecturers:</b> doc. RNDr. Mária Bohdalová, PhD.						
<b>Last change:</b> 10.09.2024						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## STATE EXAM DESCRIPTION

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

## STATE EXAM DESCRIPTION

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/018P/09	<b>Course title:</b> Economics I
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 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.	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> 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 Firm Theory - nature of the firm - production function - marginal product and marginal cost - profit maximization - cost minimization and duality - supply function	

- isoquant
- isocost
- firm optimum

#### Markets

- monopoly
- oligopoly
- perfect competition
- market failure
- factor markets
- general equilibrium
- use of game theory
- bargaining
- externalities
- public goods

#### **Recommended literature:**

Stoličná, Z. - Čerňáková, D. 2018. *Ekonomika I, Spolok Slovákov v Poľsku* 90 s. ISBN 978-83-8111-077-8

Varian, Hal R.: *Intermediate Microeconomics: A Modern Approach*, W. W. Norton, 8th ed.  
 Samuelson, Paul A., Nordhaus, William D.: *Ekonomika*, 18th ed..

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

Slovak / English

#### **Ethics:**

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#### **Notes:**

**Past grade distribution**

Total number of evaluated students: 220

A	ABS	B	C	D	E	FX
16,82	33,64	20,0	18,64	6,36	3,18	1,36

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

**Last change:** 16.10.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/019P/09	<b>Course title:</b> Economics II
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Course assessment: 60 points (60%) – exam; 40 points (40%) – continuous assessment	
<b>Learning outcomes:</b> Students will acquire basic knowledge at doctoral level on selected issues in macroeconomics – short-term, medium-term and long-term macroeconomic equilibrium, ISLM models ISLM models, Mundell-Fleming model, AS-AD model, economic growth models, economic policy issues with an emphasis on fiscal and monetary policy.	
<b>Class syllabus:</b> Week 1 INTRODUCTION to macroeconomics – review – 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 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 THE 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 (k dispozícii aj slovenský preklad)

INTRODUCTION to macroeconomics – revision – basic terminology, AS, AD, GDP, Keynesian, Neo-Keynesian and Classical models of macroeconomic equilibrium.

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

Slovak / English

### **Ethics:**

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*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: 199

A	ABS	B	C	D	E	FX
25,13	27,64	16,58	16,08	8,04	5,03	1,51

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

**Last change:** 16.10.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/069P/18	<b>Course title:</b> Entrepreneurship and Management of Small and Medium-Sized Enterprises
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 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	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> 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.	
<b>Recommended literature:</b>	

- [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](http://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:**

<b>Past grade distribution</b>						
Total number of evaluated students: 7						
A	ABS	B	C	D	E	FX
0,0	100,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. Ing. Anna Pilková, PhD., MBA						
<b>Last change:</b> 24.09.2021						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/034P/09	<b>Course title:</b> Financial Accounting
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 32 per level/semester: 448</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Scale of assessment (preliminary/final): 50/50	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> 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	
<b>Recommended literature:</b> 1. Stickney, Weil: – Financial Accounting and Analysis – theory, analysis and interpretations, 14th edition, 2013 2. Revsine: Financial Statement and Analysis, Prentice Hall, 4th edition, 2009 3. Saxunová, D.: Financial Accounting : Financial statements - theory and problems, Wolters Kluwer, 2014	
<b>Languages necessary to complete the course:</b>	

**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: 11

A	ABS	B	C	D	E	FX
72,73	27,27	0,0	0,0	0,0	0,0	0,0

**Lecturers:** prof. RNDr. Darina Saxunová, PhD.

**Last change:** 16.09.2025

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/029P/09	<b>Course title:</b> Financial Investment
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: 32 per level/semester: 448</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Conditions for passing the course: 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	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> <ul style="list-style-type: none"> <li>- Investment decision criteria: return, risk and liquidity. Relationships between investment criteria.</li> <li>- Securities issuance techniques. Ways of increasing and decreasing capital. Value of basic types of securities.</li> <li>- Securities trading. Secondary market. Types of shops. The role of the market maker.</li> <li>- Capital market indices. Construction of basic types of indices.</li> <li>- Structure of interest rates. Valuation of bonds. Relationship between bond yields and interest rate developments.</li> <li>- Basic approaches to the prediction of stock prices on the capital market (fundamental and technical analysis).</li> <li>- Portfolio theory. Stock portfolio. Asset capital valuation model.</li> <li>- Derivatives, distribution, characteristics.</li> <li>- Option trades and option strategies.</li> <li>- Mergers and acquisitions.</li> </ul>	

**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
75,0	15,0	10,0	0,0	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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/017P/09	<b>Course title:</b> Human Resources Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Management	
<b>Course requirements:</b> elaboration of the project according to a predetermined topic and outline Scale of assessment (preliminary/final): 0/100	
<b>Learning outcomes:</b> Students will be able to understand relationship between HRM functions with other 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.	
<b>Class syllabus:</b> 1. Managing Human Resources. Strategic Approach to HRM 2. Role of HR management in Organization, role of Personnel departments 3. Trends in Human Resource Management 4. Planning and Recruiting HR 5. Job Analysis and Job Design 6. Employee Recruitment and Selection 7. Performance Management, Employee's Performance 8. Training and Developing Employees for Future Success 9. Employee Motivation 10. Compensating Employees ( Pay Model, Pay Structure, Benefits) 11. Collective Bargaining and Employee/ Labour relations 12. Managing Human Resources Globally	
<b>Recommended literature:</b> 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: 14

A	ABS	B	C	D	E	FX
50,0	42,86	7,14	0,0	0,0	0,0	0,0

**Lecturers:** prof. Ing. Ľubica Bajžíková, PhD.

**Last change:** 06.10.2021

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

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/056_P_M/14	<b>Course title:</b> Knowledge Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 7						
A	ABS	B	C	D	E	FX
71,43	28,57	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD.						
<b>Last change:</b> 15.10.2017						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/068P/10	<b>Course title:</b> Management
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 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	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> 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	
<b>Recommended literature:</b> 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: <a href="https://stella.uniba.sk/texty/FM_LCakol_manazment_2ed.pdf">https://stella.uniba.sk/texty/FM_LCakol_manazment_2ed.pdf</a> 4. Collective of Authors. 2020. Principles of Management. Minneapolis: University of Minnesota. [online]. Dostupné na: <a href="https://open.lib.umn.edu/principlesmanagement/">https://open.lib.umn.edu/principlesmanagement/</a> MIT Sloan Management Review. Available at <a href="https://sloanreview.mit.edu/">https://sloanreview.mit.edu/</a> 5. Stacho, Z. – Stachová, K. Základy manažmentu. Trnava: Univerzita sv. Cyrila a Metoda v Trnave, 2020. [online]. Available at: <a href="https://www.ucm.sk/files/sk/ine-pracoviska/centrum-">https://www.ucm.sk/files/sk/ine-pracoviska/centrum-</a>	

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: 191

A	ABS	B	C	D	E	FX
54,45	42,93	0,52	0,52	0,0	0,0	1,57

**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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/024P/09	<b>Course title:</b> Management Information Systems
<b>Educational activities:</b> <b>Type of activities:</b> course <b>Number of hours:</b> <b>per week: 32 per level/semester: 448</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 19						
A	ABS	B	C	D	E	FX
47,37	47,37	5,26	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD.						
<b>Last change:</b>						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/014P/09	<b>Course title:</b> Managerial Ethics
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3.	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> None.	
<b>Course requirements:</b> 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 Scale of assessment (preliminary/final): 100/0	
<b>Learning outcomes:</b> 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 scietifc solution of the analyzed issues.	
<b>Class syllabus:</b> 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:**

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 sources).

**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:**

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

**Past grade distribution**

Total number of evaluated students: 21

A	ABS	B	C	D	E	FX
71,43	19,05	4,76	4,76	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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/056PE/10	<b>Course title:</b> Market Research
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning, combined	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>						
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
<b>Lecturers:</b> prof. Mgr. Peter Štarchoň, PhD.						
<b>Last change:</b> 03.09.2025						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMk/014P/09	<b>Course title:</b> Marketing
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> To obtain assessment and must be obtained at least 91 points, to obtain evaluations of at least 81 points B, C for the evaluation of at least 73 points for the evaluation of at least 66 points D and E on the evaluation of at least 60 points.	
<b>Learning outcomes:</b> In addition to acquisition of theoretical knowledge doctoral students acquire the ability to analyze and understand changes in the market environment with their practical consequences of partial functional marketing strategies as well as in the context of re-defining the basic postulates of marketing in terms of the interconnection of the organization and its customers.	
<b>Class syllabus:</b> 1. Marketing in the "new" market environment. 2 Transformation in marketing philosophy. 3 Flexible marketing strategies. 4 Holistic marketing. 5 Managing profitable customer relationships. 6 Current trends in marketing - new media and technology. 7 Current trends in marketing and alternative marketing approaches. 8 Relationship marketing - company.	
<b>Recommended literature:</b> ARMSTRONG, G. – KOTLER, P.: Marketing. An Introduction. 8th Edition. Upper Saddly River: Pearson Prentice Hall, 2007. ISBN 0-13-186591-9 BARKER, M. – BARKER, D. – BORMANN, N. – NEHER, K.: Social Media Marketing. A Strategic Approach. South-Western, Cengage Learning, 2013. ISBN 978-1-133-58927-3 HESKOVÁ, M. – ŠTARCHOŇ, P.: Marketingová komunikace a moderní trendy v marketingu. Praha: Oeconomica, 2009. ISBN 978-80-245-1520-5 KOTLER, P. – KELLER, K. L. – BRADY, M. – GOODMAN, M. – HANSEN, T.: Marketing Management. Harlow: Pearson Education Limited, 2012. ISBN 978-0-273-7461-3	

ŠTARCHOŇ, P. – FALTYS, J. – DZUGASOVÁ, J.: Priamy marketing. Alebo Priama cesta ako si získať a udržať zákazníka. Bratislava: Direct Marketing Beta, 2004. ISBN 80-969078-5-9  
ZYMAN, S.: Konec marketingu jak jsme jej doposud znali. Praha: Management Press, 2005. ISBN 80-7261-134-8

**Languages necessary to complete the course:**

Slovak, English

**Ethics:**

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

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

**Notes:**

**Past grade distribution**

Total number of evaluated students: 19

A	ABS	B	C	D	E	FX
57,89	31,58	10,53	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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/054P/23	<b>Course title:</b> Multidimensional Methods of Statistic
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 3						
A	ABS	B	C	D	E	FX
0,0	100,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. RNDr. Mária Bohdalová, PhD.						
<b>Last change:</b>						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/016P/21	<b>Course title:</b> Operations Management and Logistics
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Recommended prerequisites:</b> Completed course on Management	
<b>Course requirements:</b> 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.	
<b>Learning outcomes:</b> 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"> <li>• Understand the importance and functions of operations management and explain the basic managerial terms and processes.</li> <li>• Apply systemic, professional, and creative approach to identify and address the problems and challenges in productivity improvement.</li> <li>• Understand the role of software systems for production planning and control.</li> <li>• Understand the core concepts of digital manufacturing and digital twin.</li> <li>• To apply principles of sustainable manufacturing.</li> <li>• Understand the importance and functions of logistics and supply chain management.</li> <li>• Understand the principles of purchasing, procurement, and sourcing in logistics.</li> <li>• Analyze the inventory and warehouse management systems.</li> <li>• Describe the new approaches in logistics transportation systems.</li> <li>• Describe new approaches to the use of information and communication technologies in logistics within the new direction of Logistics 4.0.</li> </ul>	
<b>Class syllabus:</b> <ol style="list-style-type: none"> <li>1. Characteristics of operations management and effective production system</li> <li>2. Productivity management</li> <li>3. ERP a MES systems</li> </ol>	

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:**

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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: 1

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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KMn/040P/21	<b>Course title:</b> Organizational Behavior
<b>Educational activities:</b> <b>Type of activities:</b> lecture <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> 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	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> 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.

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**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: 7

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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM/004P/20	<b>Course title:</b> Own Pedagogical activity
<b>Educational activities:</b> <b>Type of activities:</b> <b>Number of hours:</b> <b>per week: per level/semester:</b> <b>Form of the course:</b> on-site learning, combined	
<b>Number of credits:</b> 10	
<b>Recommended semester:</b> 1., 2., 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>						
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
<b>Lecturers:</b>						
<b>Last change:</b>						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/MP_P/10	<b>Course title:</b> Project Management
<b>Educational activities:</b> <b>Type of activities:</b> course <b>Number of hours:</b> <b>per week: 32 per level/semester: 448</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Scale of assessment (preliminary/final): during semester: 100%at the end of semester (examination period): 0%	
<b>Learning outcomes:</b> 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.	
<b>Class syllabus:</b> 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.	
<b>Recommended literature:</b> 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	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> The syllabus lists knowledge, skills, competences and transferable skills that the students will acquire by successfully completing the course. These will impact on their personal development	

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

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

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**Notes:**

**Past grade distribution**

Total number of evaluated students: 36

A	ABS	B	C	D	E	FX
61,11	38,89	0,0	0,0	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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM/002P/18	<b>Course title:</b> Publications, participation in conferences, teaching, projects solving etc.
<b>Educational activities:</b> <b>Type of activities:</b> <b>Number of hours:</b> <b>per week: per level/semester:</b> <b>Form of the course:</b> on-site learning, combined	
<b>Number of credits:</b> 153	
<b>Recommended semester:</b> 1., 2., 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> 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.	

<b>Notes:</b>						
<b>Past grade distribution</b> 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
<b>Lecturers:</b>						
<b>Last change:</b>						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/223P/24	<b>Course title:</b> Quantitative Methods of the Scientific Research
<b>Educational activities:</b> <b>Type of activities:</b> lecture / seminar <b>Number of hours:</b> <b>per week:</b> 16 / 16 <b>per level/semester:</b> 224 / 224 <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 14						
A	ABS	B	C	D	E	FX
0,0	100,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> doc. Ing. Mgr. Urban Kováč, PhD., doc. RNDr. Mária Bohdalová, PhD.						
<b>Last change:</b> 10.09.2024						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/265P/16	<b>Course title:</b> Research Methodology and Paper Writing
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 1.	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Individual and group assignment and essays during the term, preparation of the scientific paper for the impact journal.	
<b>Learning outcomes:</b> Course contains following elements: (i) strategy and techniques of interdisciplinary research and collaboration (ii) production of draft paper for impact factor journal (iii) online tutoring.	
<b>Class syllabus:</b> 1. Methodological pluralism and research methodology 2. Individual and collective research project 3. Principles of interdisciplinary research in management 4. Principles of collaborative research in management 5. My first research paper: Technique of writing 6. My first research paper: Publication strategy	
<b>Recommended literature:</b> Poteete, A., Janssen, M., Ostrom, E., 2010, Working together: collective action, the commons, and multiple methods in practice, chapter 1, pp. 3-27, Princeton University Press, Princeton, NJ T. Kotze 2007: Guidelines on writing quantitative academic article	
<b>Languages necessary to complete the course:</b> English	
<b>Ethics:</b> 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.*

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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: 120

A	ABS	B	C	D	E	FX
32,5	64,17	2,5	0,0	0,83	0,0	0,0

**Lecturers:** doc. Mgr. Veronika Gežík, PhD., 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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/265P/17	<b>Course title:</b> Research Methodology and Paper Writing
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 2.	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Individual and group assignment and essays during the term, preparation of the scientific paper for the impact journal.	
<b>Learning outcomes:</b> Course contains following elements: (i) strategy and techniques of interdisciplinary research and collaboration (ii) production of draft paper for impact factor journal (iii) online tutoring.	
<b>Class syllabus:</b> 1. Methodological pluralism and research methodology 2. Individual and collective research project 3. Principles of interdisciplinary research in management 4. Principles of collaborative research in management 5. My first research paper: Technique of writing 6. My first research paper: Publication strategy	
<b>Recommended literature:</b> Poteete, A., Janssen, M., Ostrom, E., 2010, Working together: collective action, the commons, and multiple methods in practice, chapter 1, pp. 3-27, Princeton University Press, Princeton, NJ T. Kotze 2007: Guidelines on writing quantitative academic article	
<b>Languages necessary to complete the course:</b> English	
<b>Ethics:</b> 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.*

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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: 93

A	ABS	B	C	D	E	FX
32,26	63,44	2,15	0,0	2,15	0,0	0,0

**Lecturers:** doc. Mgr. Veronika Gežík, PhD., 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

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KIS/057P/09	<b>Course title:</b> Strategic Information Systems
<b>Educational activities:</b> <b>Type of activities:</b> course <b>Number of hours:</b> <b>per week: 32 per level/semester: 448</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b>	
<b>Recommended literature:</b>	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> <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>	
<b>Notes:</b>	

<b>Past grade distribution</b>						
Total number of evaluated students: 10						
A	ABS	B	C	D	E	FX
80,0	20,0	0,0	0,0	0,0	0,0	0,0
<b>Lecturers:</b> prof. RNDr. Michal Greguš, PhD.						
<b>Last change:</b>						
<b>Approved by:</b> prof. Mgr. Anna Lašáková, PhD.						

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KSP/033P/09	<b>Course title:</b> Strategic Management
<b>Educational activities:</b> <b>Type of activities:</b> seminar <b>Number of hours:</b> <b>per week: per level/semester:</b> 32s <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Evaluation in the exam period (seminar work) 100%	
<b>Learning outcomes:</b> Advancement of knowledge about strategy and strategic management development. Showing the specifics of strategic thinking and the possibilities of its development and application in strategy creation. View on strategic management as a process and methodological apparatus which provides theoretical background for each of its phases.	
<b>Class syllabus:</b> 1. Strategy as a critical factor of success of organizations 2. Strategic thinking of managers 3. Development of strategy theory, basic approaches and directions of theory development 4. Exploring factors of macroenvironment as a basis for strategy development 5. Exploring subjects of microenvironment and their action 6. Examination of the internal environment and position in the external environment 7. Analytical and synthetic techniques and the creation of competitive strategy 8. General strategy and portfolio analyses 9. Strategy implementation 10. Strategic control 11. Specifics of strategic management of organizations of different types and orientations	
<b>Recommended literature:</b> HITT, M.A, IRELAND, R.D., HOSKISSON, R.E.: Strategic Management. Competitiveness and Globalization. Thompson, South-Western, 2005 THOMSON, J.L.: Strategic Management. Thompson. Fourth edition, London 2001 PAPULA, J. – PAPULOVÁ, Z.: Approaches to Strategy: Experiences of Slovak enterprises. Proceedings of Annual Paris Business and Social Science Research, Melbourne : World Business Institute, 2013 [online] PAPULOVÁ, Z.: The Significance of Vision and Mission Development for Enterprises in Slovak Republic. JOEBM 2014 Vol.2(1): 12-16 ISSN: 2301-3567 [online]	

**Languages necessary to complete the course:**

Slovak, English

**Ethics:**

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**Notes:****Past grade distribution**

Total number of evaluated students: 27

A	ABS	B	C	D	E	FX
66,67	29,63	3,7	0,0	0,0	0,0	0,0

**Lecturers:** doc. Mgr. Zuzana Papulová, PhD.**Last change:** 07.02.2026**Approved by:** prof. Mgr. Anna Lašáková, PhD.

## COURSE DESCRIPTION

<b>Academic year:</b> 2025/2026	
<b>University:</b> Comenius University Bratislava	
<b>Faculty:</b> Faculty of Management	
<b>Course ID:</b> FM.KEF/012P/09	<b>Course title:</b> Tax systems
<b>Educational activities:</b> <b>Type of activities:</b> <b>Number of hours:</b> <b>per week: per level/semester:</b> <b>Form of the course:</b> on-site learning	
<b>Number of credits:</b> 8	
<b>Recommended semester:</b> 3., 4., 5., 6..	
<b>Educational level:</b> III.	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
<b>Learning outcomes:</b>	
<b>Class syllabus:</b> 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	
<b>Recommended literature:</b> 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.	
<b>Languages necessary to complete the course:</b>	
<b>Ethics:</b> 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: 13

A	ABS	B	C	D	E	FX
76,92	23,08	0,0	0,0	0,0	0,0	0,0

**Lecturers:** doc. Ing. Jana Kajanová, PhD.

**Last change:** 08.02.2018

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