

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Economic Informatics	
<b>Course code:</b> KÚA FHI/MIE21669/21	<b>Title of course:</b> Accounting (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Total study load (in hours): Full-time study: 156 h 26 hours of lectures 26 hours of seminars 26 hours of preparation for the seminars 24 hours of preparation for the interim concept check test (30 % of the overall grading) 54 hours of preparation for the exam, - out of which 24 hours of the preparation for the exercises (30 % of the overall grading) - out of which 30 hours of the preparation for the compilation and the analysis of the financial statements of a company (40 % of the overall grading)	
<b>Student workload:</b>	
<b>Teaching results:</b> The aim of the course is to teach students to use information from financial statements, understand the economic factors that may affect them and apply accounting principles in their compilation. Students should also acquire the knowledge necessary for the preparation of financial statements. Students will gain knowledge about the structure and interrelationships of the components of financial statements prepared in accordance with the various frameworks for bookkeeping. Based on the indicators identified from the individual components of the financial statements, students will be able to characterize and then present the financial situation of the entity, assess its financial stability and use the information obtained in economic decisions. Knowledge – to acquire knowledge for the preparation of financial statements; skills – determine financial indicators; competence – assess the financial stability of the entity.	
<b>Indicative content:</b> The financial statements and its use in the practice of major global companies and in the Slovak Republic. Factors affecting the financial statements. Legislative framework of accounting and its impact on the comparability of accounting data. Financial analysis and building blocks of financial statements (assets, liabilities, equity, costs, revenues, cash flows). Valuation of assets and liabilities. Characteristics of financial statements and its preparation. Accounting display of selected transactions, events and other circumstances	
<b>Support literature:</b>	

Required:

1. Šlosárová, A. – Blahušiaková, M. 2020. Analýza účtovnej závierky. Bratislava : Wolters Kluwer SR. ISBN 978-80-571-01666-6

2. Kolektív Účtovníctvo. 2021. Bratislava : Wolters Kluwer SR

Optional (laws and other statutes for the accounting in the SR):

1. Zákon č. 431/2002 Z. z. o účtovníctve v znení neskorších predpisov.

2. Opatrenie Ministerstva financií č. 23054/2002 –92 ktorým sa ustanovujú podrobnosti o postupoch účtovania a rámcovej účtovej osnove pre podnikateľov účtujúcich v sústave podvojného účtovníctva v znení neskorších predpisov.

3. Opatrenie Ministerstva financií Slovenskej republiky z 3. decembra 2014 č.

MF/23377/2014-74, ktorým sa ustanovujú podrobnosti o individuálnej účtovnej závierke a rozsahu údajov určených z individuálnej účtovnej závierky na zverejnenie pre veľké účtovné jednotky a subjekty verejného záujmu v znení neskorších predpisov

### Syllabus:

1. Accounting as a source of information on the accounting entities. Accounting information for investors: financial statements of selected companies quoted at New York Stock Exchange and analysis of the scope of disclosed information. Register of the financial statements in the SR.

2. Accounting regulation and its impact on comparability of accounting information. Legal framework of accounting in the SR.

3. Economic and non-economic factors affecting accounting data. Definition, scope and classification of assets, liabilities, equity, expenses and revenues.

4. Accounting transactions and their impact on the financial position and financial performance of an accounting entity.

5. Accounting documentation, accounting records, single and double entry accounting systems and accounting books.

6. Measurement of assets and liabilities and its impact on the metrics of financial analysis. Historical costs, current value, and fair value. Use of the estimates in the accounting.

7. Accounting for funding of entities from the contribution of owners, from the credits and the loans.

8. Accounting for acquisition of assets and services and their use in the business activities.

9. Accounting for changes in the measurement of assets and liabilities.

10. Impact of the alternative ways of accounting for selected transactions, events and other conditions on the economic results of a company. Accounting principles and methods.

11. Financial statements, its structure and usability. Aims and the scopes of the individual / separate and consolidated financial statements. Audit of the financial statements.

12. Compilation of the financial statements.

13. Relation between the accounting and tax systems.

### Language whose command is required to complete the course:

slovak

### Notes:

### Assessment of courses

Total number of evaluated students: 23

A	B	C	D	E	FX
8.7	17.39	26.09	30.43	17.39	0.0

**Lecturer:** Ing. Daša Mokošová, PhD., doc. Yuliia Serpeninova, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava											
<b>Faculty:</b> Faculty of National Economy											
<b>Course code:</b> KET NHF/NNE21205/21			<b>Title of course:</b> Advanced macroeconomics								
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present											
<b>Number of credits:</b> 6											
<b>Recommended semester/trimester of study:</b> 2.											
<b>Degree of study:</b> II., N											
<b>Prerequisites:</b>											
<b>Requirements to complete the course:</b>											
<b>Student workload:</b>											
<b>Teaching results:</b>											
<b>Indicative content:</b>											
<b>Support literature:</b>											
<b>Syllabus:</b>											
<b>Language whose command is required to complete the course:</b>											
<b>Notes:</b>											
<b>Assessment of courses</b> Total number of evaluated students: 0											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b>											
<b>Date of the latest change:</b> 13.02.2023											
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.											



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava											
<b>Faculty:</b> Faculty of National Economy											
<b>Course code:</b> KET NHF/NNE21205/21			<b>Title of course:</b> Advanced macroeconomics								
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present											
<b>Number of credits:</b> 6											
<b>Recommended semester/trimester of study:</b> 2.											
<b>Degree of study:</b> II., N											
<b>Prerequisites:</b>											
<b>Requirements to complete the course:</b>											
<b>Student workload:</b>											
<b>Teaching results:</b>											
<b>Indicative content:</b>											
<b>Support literature:</b>											
<b>Syllabus:</b>											
<b>Language whose command is required to complete the course:</b>											
<b>Notes:</b>											
<b>Assessment of courses</b> Total number of evaluated students: 0											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b>											
<b>Date of the latest change:</b> 13.02.2023											
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.											

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21254/21	<b>Title of course:</b> Analysis and Prognosis in Finance
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 30% two tests during the semester using software, 10% activity during the semester, 60% exam	
<b>Student workload:</b> Attendance at lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for tests during semester 26 h, preparation for the exam 52 h	
<b>Teaching results:</b> The aim of the course is to provide students with basic knowledge of how to apply econometrics in the analysis and forecasting of selected areas of corporate finance, public finance and international finance. 1.) Knowledge and understanding. After studying this module, student should be able to acquire: A.) Knowledge in applying the theory in selected econometric model construction for finance and public finance B.) Understanding the basic principles of econometric modelling and its application in constructing the models C.) Knowledge of making analysis and forecasts using econometrics 2.) Skills, Qualities and Competence. After studying this module, student should be able to acquire: A.) Skills in design and construction of econometric models using statistical software B.) Skills in testing and evaluation of econometric model estimation results C.) Skills in the appropriate interpretation of the model outcomes	
<b>Indicative content:</b> 1. Introduction. The basic approach to model-building in econometrics 2. Overview of the classical linear regression model (CLRM) and ordinary least squares method (OLS), using models for predictions 3. Analysis and prognosis of the impact of government expenditure and money supply on economy in the framework of IS-LM based econometric model. Effectiveness of monetary and fiscal policy. 4. Models of aggregate supply, Cobb-Douglas production function 5. Exchange rates models 6. Default models of companies: basic approaches and theoretical background, linear probability model and logit model.	

<p>7. Models of sovereign credit rating</p> <p>8. Analysis and prognosis of the stock market and its connection with the real economy</p> <p>9. Selected issues of using regression models for analysis and prognosis</p>											
<p><b>Support literature:</b></p> <p>Brooks, Ch.: Introductory Econometrics for Finance, 3rd Edition, Cambridge, 2014.</p> <p>Hall R., Taylor , J. B.: Macroeconomics, Norton &amp; Company 1988, New York</p>											
<p><b>Syllabus:</b></p>											
<p><b>Language whose command is required to complete the course:</b></p> <p>English</p>											
<p><b>Notes:</b></p>											
<p><b>Assessment of courses</b></p> <p>Total number of evaluated students: 1</p>											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
<p><b>Lecturer:</b> doc. Ing. Martin Alexy, PhD., prof. Ing. Pavol Ochotnický, CSc., Mgr. Marek Káčer, PhD.</p>											
<p><b>Date of the latest change:</b> 06.02.2023</p>											
<p><b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.</p>											

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava											
<b>Faculty:</b> Faculty of National Economy											
<b>Course code:</b> KET NHF/NNE21209/21			<b>Title of course:</b> Behavioral Economics								
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present											
<b>Number of credits:</b> 6											
<b>Recommended semester/trimester of study:</b> 1.											
<b>Degree of study:</b> II., N											
<b>Prerequisites:</b>											
<b>Requirements to complete the course:</b>											
<b>Student workload:</b>											
<b>Teaching results:</b>											
<b>Indicative content:</b>											
<b>Support literature:</b>											
<b>Syllabus:</b>											
<b>Language whose command is required to complete the course:</b>											
<b>Notes:</b>											
<b>Assessment of courses</b> Total number of evaluated students: 0											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b>											
<b>Date of the latest change:</b> 13.02.2023											
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.											

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21255/21	<b>Title of course:</b> Behavioral Public Finance
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20 % midterm exam, 20 % assignment, 60 % written exam	
<b>Student workload:</b> Lectures 26 h, Seminars 26 h, Preparation for seminars 13 h, Preparation of assignments 26 h, Preparation for midterm test 13 h, Preparation for final exam 52 h	
<b>Teaching results:</b> At the end of class students will have a good sense of the conceptual and empirical approaches that are currently used in successful behavioral economics research, more specific - Knowledge and Understanding, Skills, Competence: - Students will be able to interpret empirical results from research papers for a policy audience. Additional to textbook, students will read and discuss research papers in respective topics and discuss them during seminars. - They will demonstrate knowledge of key theories and policy findings from the field of behavioral public finance. In the final exam students will use this knowledge to solve the problem and reason suggested solution. - Students will be able to apply insights from behavioral economics to policy design. Each student will apply the knowledge in delivering assignments to suggest specific policy design.	
<b>Indicative content:</b> Traditional public finance provides a simple but powerful framework to analyze the questions discussed on the front page of the newspaper every day. This framework, however, is often criticized for relying on an overly simple model of human behavior. Behavioral economics advocates a psychologically richer perspective on human behavior for economic analysis. The course introduces this new development in public finance that not only attempts to apply psychology to public finance problems but also tries to reshape core public finance concepts such as moral hazard, deadweight loss and tax incidence.	

1. Introduction
2. Psychology and Economics (Imperfect optimization, bounded self-control and nonstandard preferences)
3. Behavioral Economics and Public Finance (How do they change the standard conclusions of public finance?)
4. Asymmetric Information (Adverse selection and moral hazard interact with behavior tendencies)
5. Externalities and Public Goods
6. Public Finance in Imperfect World - Environmental externalities
7. Poverty and Inequality
8. Taxation and Revenue
9. Behavioral Economics and Tax Compliance
10. Optimal Taxation with Behavioral Agents
11. Behavioral Economics of Education
12. Markets that Move by Beliefs

**Support literature:**

Congdon et al. 2011. Policy and Choice: Public Finance through the Lens of Behavioral Economics 2011, The Brookings Institution, free download: [https://www.researchgate.net/publication/287239246\\_Policy\\_and\\_choice\\_Public\\_finance\\_through\\_the\\_lens\\_of\\_behavioral\\_economics](https://www.researchgate.net/publication/287239246_Policy_and_choice_Public_finance_through_the_lens_of_behavioral_economics)

Hunt Allcott. 2011. "Social Norms and Energy Conservation," Journal of Public Economics, 95: 1082-1095.

Allcott, Hunt, and Judd B. Kessler. 2019. "The Welfare Effects of Nudges: A Case Study of Energy Use Social Comparisons." American Economic Journal: Applied Economics, 11 (1): 236-76.

Engström, Per, Katarina Nordblom, Henry Ohlsson, and Annika Persson. 2015. "Tax Compliance and Loss Aversion." American Economic Journal: Economic Policy, 7 (4): 132-64.

Rees-Jones, A. 2018. "Quantifying Loss-Averse Tax Manipulation." The Review of Economic Studies, 85(2): 1251–1278.

Hallsworth, M., List, J., Metcalfe, R., and Vlaev, I. 2017. "The Behavioralist as Tax Collector: Using Natural Field Experiments to Enhance Tax Compliance." Journal of Public Economics, 148: 14-31.

Feldman, Naomi E., Peter Katuscak, and Laura Kawano. 2016. "Taxpayer Confusion: Evidence from the Child Tax Credit." American Economic Review, 106 (3): 807–835.

Farhi, Emmanuel and Xavier Gabaix. 2018. "Optimal Taxation with Behavioral Agents," NBER WP 21524.

Rees-Jones, Alex and Dmitry Taubinsky. 2019. "Measuring "Schmeduling,"" Review of Economic Studies, forthcoming.

**Syllabus:**

**Language whose command is required to complete the course:**

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** doc. Ing. Jana Péliová, PhD., Ing. Lukrécia Kováč Gerulová, PhD., Ing. Matej Boór, PhD., Ing. Matej Lorko, PhD.

**Date of the latest change:** 06.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMr OF/OOA21394/21	<b>Title of course:</b> Brand Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20% continuous semester assessment 20% semester work 60% written exam	
<b>Student workload:</b> Workload: 130 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 13 hours Semester project processing: 20 hours Preparation for written verification of knowledge: 13 hours Preparation for the exam: 32 hours	
<b>Teaching results:</b> By completing the course, students gain knowledge about the brand and its typology, the process of brand management and the position of the brand in the marketing management of the company. They will understand the process of building a brand. They will get acquainted with the process of brand planning and with the criteria for the selection of its elements and with the legal aspects related to the brand. They will gain an overview of new marketing approaches to the brand, the strategy of their own brand. They will gain knowledge about the value chain of the brand, the principles of brand value and the nature and specifics of the internal brand and its strategies. Graduates of the course will be able to prepare the process of brand management as part of the company's marketing management. They will be able to identify and determine the market position of a selected brand, they can prepare a plan for the creation and launch of a new brand, they will be able to implement brand marketing programs and assess the suitability of new trends and approaches in these programs. They will understand the value chain of the brand and the individual stages of brand value creation, they can measure and interpret the performance of the selected brand, while applying qualitative and quantitative methods of research into the value and performance of the brand. They will be able to design and implement a brand strategy, including an internal brand. By completing the course, students will acquire competencies that allow them to apply in managerial positions related to marketing, product and communication activities in all types of companies and specialized marketing workplaces.	



**Indicative content:**

Brand, typology of brands, external and internal brand. Strategic brand management as part of the company's marketing management. Identification and determination of market position and brand value. The process of building a brand. Brand planning. Implementation of brand marketing programs, new marketing approaches to brand creation. Brand marketing communication. Brand value chain. Measuring and interpreting brand performance. Design and implementation of branding strategies.

**Support literature:**

1. KELLER, K. L. – SWAMINATHAN, V. 2019. Strategic Brand Management: Building, Measuring, and Managing Brand. 5th edition. New York: Pearson Education.
2. CHERNEV, A. 2020. Strategic Brand Management. 3. Edition. Cerrebelum Press
3. KELLER, K. L. – SWAMINATHAN, V. 2019. Strategic Brand Management. Building, Measuring and Managing Brand Equity, Global Edition. London: Pearson
4. ROSENBAUM-ELLIOTT, R. – PERCY, L. – PERVAN, S. 2018. Strategic Brand Management. 4. Edition. Oxford: University Press

**Syllabus:**

1. Brand - concept, typology of brands. External and internal brand. Trends in brand concepts.
2. Brand management and strategic brand management.
3. Identification and determination of market position and brand value concept. Brand awareness. Brand image.
4. The process of building a brand. Rebranding.
5. Brand planning. Legal aspects related to the brand.
6. Implementation of brand marketing programs. Custom brand strategies.
7. Marketing communication and brand building.
8. Secondary influences in the process of building a brand and its value. Strategies and processes of influencing the brand.
9. Brand value chain.
10. Measurement and interpretation of brand performance.
11. Design and implementation of branding strategies.
12. Brand management over time, brand management in geographical space.
13. Internal brand. Internal brand strategies.

**Language whose command is required to complete the course:**

English

**Notes:****Assessment of courses**

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Martin Mravec, PhD.

**Date of the latest change:** 23.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Baumöhl, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Naqibullah Daneshjo, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Ferdinand Daño, PhD., Person responsible for the delivery, development and quality of the study programme doc.

Ing. Peter Drábik, PhD., MSc., Person responsible for the delivery, development and quality of the study programme prof. Ing. Eva Hanuláková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Applied Languages	
<b>Course code:</b> KAJ FAJ/VJA2112/21	<b>Title of course:</b> FL 1 - Business English for Advanced Students I. (12)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week: 2 Per course: 26</b> <b>Method of study:</b> present	
<b>Number of credits:</b> 3	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Activity at seminars – 20 % Assessment of homework -20 % The result of a final written test – 60 %	
<b>Student workload:</b> 78h (participation in seminars 26 h, preparation for seminars 20 h, preparation for the exam 32 h)	
<b>Teaching results:</b> Learning outcomes: Knowledge: <ul style="list-style-type: none"> <li>- acquisition of theoretical knowledge of the characteristics and basic features of the English professional language.</li> <li>- the student can characterise and identify the basic features of professional language in a text and knows the principles of the production of professional economic texts in theoretical and practical terms.</li> </ul> Competences: <ul style="list-style-type: none"> <li>- know the basic principles of the functioning of professional language,</li> <li>- the student can use receptive and productive language skills at the required level,</li> <li>- understands longer speeches and conversations; understands longer professional texts with a complex structure; can express himself/herself adequately on general and professional topics and formulate ideas and attitudes clearly,</li> <li>- in writing, can produce clear, well-organized, and detailed text on complex professional economic topics, demonstrating mastery of compositional techniques, connective expressions, and means of cohesion,</li> <li>- use flexibly and effectively the acquired linguistic knowledge, which is essential for the student's successful application in practice, for professional purposes.</li> </ul> Skills: <ul style="list-style-type: none"> <li>- apply the acquired skills in working with professional texts, e.g. seminar papers, final thesis, case studies,</li> <li>- apply appropriate linguistic strategies related to the production of professional texts (use of appropriate lexical, stylistic, morphosyntactic devices) in the target language,</li> </ul>	

- acquiring the ability to consciously distinguish appropriate from inappropriate linguistic devices in professional economic communication (colloquial expressions, syntactically incomplete sentences, imprecise, ambivalent expressions, etc.).

**Indicative content:**

- how inventors think, first impressions, networking
- production and consumption, which includes sharing, renting, reusing, repairing, refurbishing, and recycling existing materials and products for as long as possible, product lifecycle, effective working meetings, decision making, problem-solving
- financial investment, negotiations, marketing, customer relationship
- communication skills, employment trends, conflict resolution
- disruptive factors in business, business ethics, and corporate social responsibility
- brainstorming, meeting management
- case study solving, business workshop

**Support literature:**

1. Dubicka, I., Rosenberg, M., O’Keeffe, M., Dignen, B., Hogan, M. (2020) Business Partner C1. Your Employability Trainer. Harlow: Pearson Education Limited. ISBN 978-1-292-24862-2
  2. Dubicka, I. O’Keeffe, M. Market Leader Advanced. Pearson Education Limited. 3rd edition. ISBN-13: 978-1408237038
  3. Trappe, T., Tullis, G. (2016) Intelligent Business Advanced. Pearson Education Limited. 2016 ISBN 978-1-4082-5597-1
  4. MacKenzie, I. (2010) English for Business Studies. A course for Business Studies and Economics students. Cambridge: Cambridge University Press, 2010. ISBN 978-0-521-74341-9
- Doplňujúca literatúra:
1. Allison, J., Appleby, R., Chazal de, E. (2009) The Business Advanced. Oxford: Macmillan. ISBN 978-0-230-02151-8
  2. Baade, K., Holloway, Ch., Hughes, J., Scrivener, J., Turner, R. (2018) Business Results. Advanced. Oxford: Oxford University Press. 2nd edition. ISBN 978-0-19-473906-1.
  3. Financial Times,
  4. The Economist

**Syllabus:**

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 1116

A	B	C	D	E	FX
16.94	25.09	23.39	20.07	9.23	5.29

**Lecturer:** Mgr. Michaela Čiefová, PhD., Mgr. Katarína Zamborová, PhD., Mgr. Ivana Kapráliková, PhD., Ing. Mgr. Sonia Krajčík Danišová, PhD., Mgr. Linda Krajčovičová, PhD., PhDr. Eva Maierová, PhD., PaedDr. Žaneta Pavlíková, PhD., PhDr. Jarmila Rusíňáková, PhD., Mgr. Ján Strelinger, PhD.

**Date of the latest change:** 14.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková,

PhD., Person responsible for the delivery, development and quality of the study programme doc.  
PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the  
study programme doc. PhDr. Ľubomír Čech, CSc.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KIM FPM/ MMA21017/21	<b>Title of course:</b> Business Informatics (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 30 % continuous written work, 70 % written examination	
<b>Student workload:</b> 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation for continuous written work 20 h, preparation for exam 58 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"> <li>• A comprehensive view of the importance and possibilities of using individual categories of information technology in corporate practice, taking into account the increasing demands on information literacy in a knowledge-based society, development trends in the field of information technology and the issue of information security of companies and all stakeholders.</li> </ul> Competence: <ul style="list-style-type: none"> <li>• understand and be able to apply individual categories of information technology in business practice to support business processes, data analysis and effective communication.</li> <li>• understand the development trends in the field of information technology and critically evaluate the possibilities of their application in selected areas of the enterprise</li> <li>• effectively use analytical tools of selected information technologies in data processing and analysis in relation to individual functional areas of the enterprise, with emphasis on knowledge in the area of</li> <li>• assess, select and apply the right analytical tool in relation to the specifics of the analysed data and the nature of the solved business problem</li> <li>• process data from selected areas of the enterprise as a basis for managerial decisions</li> </ul> Skill: <ul style="list-style-type: none"> <li>• know and be able to use the basic categories of information technology,</li> <li>• navigate safely in the online space,</li> <li>• apply aggregation, logical, search, statistical functions of MS Excel in the analysis of business data,</li> <li>• use financial functions in MS Excel,</li> <li>• compile reports and pivot tables as a basis for managerial decision-making.</li> </ul>	
<b>Indicative content:</b> Thematic definition of lectures:	

1. Definition of the terms informatics, applied informatics, business informatics.
2. Data, information, knowledge.
3. Cybernetics.
4. Information and communication technologies in the knowledge society.
5. Knowledge society.
6. Computer system, structure of computer system.
7. Basic layers of information and communication technologies in the enterprise.
8. Application software layer.
9. Systems of ERP category.
10. Database processing.
11. Communication and communication services.
12. Malware.
13. Security of information and communication technologies.

Thematic definition of exercises:

1. Definition of the use of software applications from the category of office systems with a focus on the use of MS Excel in business practice.
2. Use of basic aggregation functions, rounding functions in solving problems, basic logic functions and their application in solving economic problems.
3. Use of category of logic functions, their combinations, nested functions.
4. Use of logic functions in combination with functions working with constraints.
5. Use of text and date functions.
6. Principles of working with a simple database in the MS Excel environment by applying database filtering.
7. Sequence of creation of pivot tables and contingency charts and their importance in business data analysis.
8. Characteristics of basic concepts used in financial functions.
9. The use of financial functions to calculate the future value of a deposit at regular and varying payments, at constant interest rates, at a series of compound interest rates, to calculate the present value of a deposit.
10. Application of statistical functions.
11. Use of the Analytical Tool add-in - functions of descriptive statistics, skewness, skewness.
12. One-factor Anova.
13. Creating and editing complex documents in a text editor.

### **Support literature:**

Basic literature:

1. TURBAN, Efraim – POLLARD Carol. Information Technology for Management: Digital Strategies for Insight, Action, and Sustainable Performance. Hoboken : John Wiley & Sons, 2017. 504 s. ISBN 978-1-118-89782-9.
2. LAMBERT, Joan. MOS 2016 Study Guide for Microsoft Excel. 1st ed. Redmond : Microsoft Press, 2016. 192 s. ISBN 978-0735699434.

Supplementary literature:

1. THAKUR, Kutub - PATHAN Al-Sakib, Khan, Cybersecurity Fundamentals: A Real-World Perspective. Kindle Edition. 2020. ISBN 9780367472504.
2. TANENBAUM, Andrew S. Modern Operating Systems. 4th edition. Essex: Pearson. 2015, 265 s. ISBN: 978-1-292-06142-9.

### **Syllabus:**

Thematic definition of lectures:

1. Definition of the terms informatics, applied informatics, business informatics. Content of enterprise informatics, its functions, support of business processes. Definition of business

informatics applications. Definition of personal informatics applications and their use in business practice.

2. Data, information, knowledge - definitions, properties. Entropy, degree of information. Information life cycle. Economic information. Providing the manager with information - types of information, sources of information. Big data.

3. Cybernetics. Systems theory - elements, links, environment, system goal. Classification of systems. System analysis and synthesis, guidance of processes in the system. Algorithm - properties, requirements, techniques for writing algorithms.

4. Information and communication technologies in the knowledge society - characteristics of ICT, classification, current developments in ICT, electronic data interchange.

5. Knowledge society - digital agenda for Europe, information society measurement indicator system, main objectives and benefits. Digital literacy, digital divide. Informatization in the Slovak Republic. ICT Development Index - country comparison.

6. Computer system, structure of computer system. General parameters characterizing the performance of computers. Intelligent devices with connectivity and their use in business practice. Supercomputers.

7. Basic layers of information and communication technologies in the enterprise - hardware layer, basic software layer, application software layer. Hardware layer - technical means, peripheral devices. Basic software layer - Software resources and their use. Classification of software - basic and means supporting personal informatics. Operating systems, database systems, means of communication, middleware, utilities. Office systems - word processors and spreadsheets, database systems for end users, graphics systems, communication systems.

8. Application software layer. Business information system. Importance of IS in enterprise management IS application architecture. Transaction systems. Decision support systems. Expert systems. Executive information systems.

9. Systems of ERP category - Enterprise Resource Planning - meaning, focus, support of internal and external processes. Modular structure and examples of systems according to the size of the enterprise. Development trends in the ERP application market.

10. Database processing - data base, database system, database models. Relational database systems. Designing a data base. OLTP and OLAP technologies. Data warehouses.

11. Communication and communication services - process and forms of communication. Basic types of computer networks. Transmission protocols. Online communication services. Internet and Intranet. Virtualization and cloud computing - forms and distribution models, cloud services.

12. Malware - malware categories, malware lifecycle phases, malware typology and malware protection phases. Protection in terms of enterprise hardware and software security and user activities. Anti-virus programs.

13. Security of information and communication technologies. Computer crime - object and subject. Legislative regulation in the field of ICT technical security, software and data protection and privacy.

Thematic definition of exercises:

1. Definition of the use of software applications from the category of office systems with a focus on the use of MS Excel in business practice. Skills training focused on advanced orientation in the MS Excel environment, addressing cells in and using them in MS Excel calculations and functions, applying tools for creating series and sequences, working with multiple worksheets in the creation of calculation formulas.

2. Use of basic aggregation functions, rounding functions in solving problems, basic logic functions and their application in solving economic problems.

3. Use of category of logic functions, their combinations, nested functions. Basic principles of applying search functions. Application of functions in solving a set of related economic problems.



4. Use of logic functions in combination with functions working with constraints. Application of functions in solving a complex economic problem. Principles of creating and displaying data through graphs.
5. Use of text and date functions. Application of functions to the solution of sub-problems with an economic focus.
6. Principles of working with a simple database in the MS Excel environment by applying database filtering - automatic, custom, extended filter, use of functions in filtered tables, principles of using database functions.
7. Sequence of creation of pivot tables and contingency charts and their importance in business data analysis. Data aggregation. Use of functions and creation of new calculation fields in contingency tables. Filtering and other modifications of contingency tables and charts.
8. Characteristics of basic concepts used in financial functions. Principles of the use of financial functions and their application in solving economic problems with a focus on the calculation of principal, annuity, interest.
9. The use of financial functions to calculate the future value of a deposit at regular and varying payments, at constant interest rates, at a series of compound interest rates, to calculate the present value of a deposit.
10. Application of statistical functions. Functions of descriptive statistics, position indicators, variability, calculation of correlation coefficients. Scatter Plot.
11. Use of the Analytical Tool add-in - functions of descriptive statistics, skewness, skewness. T-test. Histogram.
12. One-factor Anova - sequence of steps, interpretation of results. Regression analysis in Excel - sequence of steps, interpretation of results.
13. Creating and editing complex documents in a text editor - creating and using custom styles, generating table of contents, lists of tables and charts, using other tools to automate repetitive activities, e.g. object descriptions, cross-references. Principles and use of mass correspondence. Integration of MS Office applications, imports and exports.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 169

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
20.71	0.0	0.0	14.2	24.85	23.08	14.79	2.37	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Michal Zelina, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blišťáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMr OF/OOA21219/21	<b>Title of course:</b> Business Marketing (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10% continuous semester assessment 10% semester work 80% written exam	
<b>Student workload:</b> Workload: 130 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 10 hours Preparation for written verification of knowledge: 10 hours Preparation for the exam: 48 hours	
<b>Teaching results:</b> By completing the course, students gain knowledge about the characteristics of business markets, their differences from consumer markets, the current perception of value creation in supply networks as the basis of modern business marketing, along with dynamic changes in business relationships in the conditions of Industry 4.0. They will get acquainted with the purchasing system in the company, with the essential activities and decisions of the company in the purchase of all types of inputs to the company. They will gain knowledge about the organization and management of sales in the company, the systems of the sales planning and business activities, the connection of the development of market demand with the processes in the company and the purchasing system; on the role, content and goals of business negotiations, on the roles and activities of sales staff in buying and selling, on the evaluation of sales performance in the company. Graduates of the course will be able to implement the necessary activities and decisions that are part of the company's purchasing system, be able to communicate and cooperate with in-house partners and customers. They understand how to predict the development of sales of business products and process sales plans, along with the link to create a purchasing plan, taking into account the specifics of processes in each company. They will learn how to formulate market offers, how to negotiate and build business relationships from the positions of buyers and sellers of the company, to communicate with business partners in distribution channels and customers. They can process customer portfolio analyzes, monitor customer profitability and the development of customer cycle value.	

Upon successful completion of the course, students will acquire competencies that will enable them to apply for business and business-managerial positions in all types of companies in purchasing activities, marketing activities, positions in sales departments. They can solve problems of strategic and operational nature within the business activities of the company. They will acquire professional adaptability to changes in business relations and an appropriate degree of flexibility in responding to dynamic changes in business partners, they will acquire a proactive approach to the supply market and to the demand market.

**Indicative content:**

Development of business marketing, differences from consumer marketing; particularities of business markets. Value creation and value delivery in a business environment; value creation process, linear, circular economics, SCM / CSCM concept, digitization and robotization, industry 4.0. Business relations and business networks; layering of suppliers, forms of cooperation of companies. Business purchasing decisions and the organization of the business purchasing system; the purchasing policy of the company, the needs of the company and the connection of market demand and purchasing in the company, resource planning and securing resources. Realization of business relations in purchasing in the company, purchasing risks; evaluation of offers, purchase price, evaluation of suppliers and purchasing performance, purchasing negotiations, e-purchasing, internal customers in the company. Market supply creation, market segmentation, business partnerships; PLC, technology life cycle. Organization and management of sales in a business; sales teams, sales team management tools. Sales forecasting and planning; linking sales with in-house processes and in-company purchasing systems. Business negotiations, building business relationships; purchase business negotiation, business negotiation at the sale. Communication with business partners in the distribution channel and customers; direct marketing. Business staff; management tools and means, motivation, remuneration. Evaluation of sales performance, analysis of customer portfolio, customer management. Business activities aimed at strengthening customer loyalty and developing customer relationships.

**Support literature:**

1. Lysons, K., Farrington, B. 2020. Purchasing and Supply Chain Management. Harlow : Pearson Education Limited.
2. Jobber, D., Lancaster, G., Le Meunier-Fitzhugh, K. 2019. Selling and Sales Management. 11th Edition. Harlow : Pearson Education Limited.
3. Vitale, R., Pfoertsch, W., Giglierano, J., 2011. Business to Business Marketing. Upper Saddle River : Pearson Education Inc.
4. Baily, P., Farmer, D., Crocker, B., Jessop, D., Jones, D. 2008. Procurement Principles and Management. 10th Edition. Harlow : Pearson Education Limited.

**Syllabus:**

1. The essence and development of business marketing, differences from consumer marketing
2. Value creation and value delivery in the business environment. Industry 4.0.
3. Inter-company relations and business networks
4. Purchasing decisions of the company. Company purchasing system
5. Realization of business relations during the purchase in the company, purchase risks
6. Creation of new market offerings, market segmentation, business partnerships.
7. Organization and sales management in the company.
8. Sales forecasting and planning. Linking sales with in-house processes and in-company purchasing systems.
9. Business negotiations, building business relationships - SRM, CRM, KAM
10. Communication with business partners in the distribution channel and customers.
11. Salesforces.

12. Evaluation of sales performance, analysis of customer portfolio, customer management. Business activities aimed at strengthening customer loyalty and developing customer relationships.

13. Innovations and new trends in business marketing

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** doc. Ing. Milan Oreský, PhD., doc. Ing. Róbert Rehák, PhD.

**Date of the latest change:** 23.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Baumöhl, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Naqibullah Daneshjo, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Ferdinand Daňo, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Peter Drábik, PhD., MSc., Person responsible for the delivery, development and quality of the study programme prof. Ing. Eva Hanuláková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21042/21	<b>Title of course:</b> Business Planning (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KPH FPM/MMC21015/21-Business Economy or KPH FPM/MMC21004/21-Cost Controlling or KM FPM/MMB21027/21-Management	
<b>Requirements to complete the course:</b> 40 % seminar project, 60 % combined exam	
<b>Student workload:</b> 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, elaboration of seminar project 26 h, preparation for exam 52 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• Understanding the role of planning in management. In the Business Planning course, the student acquires knowledge of planning methods, the content of individual plans in the company, and especially an understanding of the interconnection of these plans. Students will learn the principle of creating plans, their content, and continuity. Independent importance is placed on the business plan, which is one of the basic documents of companies and has high usability in the practice of graduates. After completing the course, students know how to create a business plan, to which they can later return and use it in practice.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• identify and evaluate opportunities and estimate future developments, whether in the development of a company or by the development of ones own business</li> <li>• improve the efficiency of activities and processes in the company through planning, which leads to effective and rational behavior of the manager due to decisions based on data</li> <li>• analyze and interpret data about the company and its surroundings and use them in the company</li> <li>• think creatively about solving real business situations and non-standard problems in the teams and independently, justify the proposed solution</li> <li>• solving structured problems</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• extrapolate and interpolate data and translate it into a plan</li> <li>• creating a business plan</li> <li>• creation and interconnection of plans in the company</li> <li>• finding the optimal solution to the problem supported by the calculation</li> </ul>	

- presentation skills - selection of appropriate facts for presentation and presentation of the business plan and argumentation of assumptions.

**Indicative content:**

Thematic definition of lectures:

1. Introduction to planning
2. Goals, the system of plans, and organization of planning
3. Strategic planning
4. Business Plan
5. Methods and techniques of planning
6. Marketing Planning
7. Production and production capacity planning, material and inventory purchase planning, and outsourcing
8. Disaggregation of plans and operational planning
9. Personnel planning
10. Planning of investment projects and project plan
11. Financial Plan
12. Monitoring and control in the planning
13. Current topics in planning

Thematic definition of exercises:

1. Introduction to planning
2. Planning methods
3. Marketing planning
4. Cost aspects in planning
5. Production planning and planning the material needs
6. Personnel planning
7. Complex case study
8. Investment planning and investment projects
9. Midterm exam
10. Financial plan
11. Financial plan and control
12. Presentation of semester papers and discussion
13. Presentation of semester papers and discussion

**Support literature:**

Basic literature:

1. DOLLINGER, Marc. Entrepreneurship. 4. vyd., Lombard: MARSH PUBLICATIONS, 2008, 589 s.. ISBN 978-0-9713130-6-4
2. ZACHARAKIS, Andrew - William D. BYGRAVE - Andrew C. Corbett. Entrepreneurship, 5.vyd, Hoboken: John Willy & Sons., 2019, 512 s.. ISBN 978-0470450376.
3. COVELLO, Joseph A. - Brian J. HAZELGREN. The complete book of business plans: simple steps to writing powerful business plans. 2.vyd., Naperville: Sourcebooks, 2006, 506 s. ISBN 978-1-4022-0763-1.
4. CASSON, Mark - Bernard YEUNG - Anuradha BASU - Nigel WADESON, eds. The Oxford Handbook of Entrepreneurship. New York: Oxford University Press, 2009, 790 s. ISBN 978-0-19-954699-2.

Supplementary literature:

1. ABRAMS, Rhonda. The successful business plan: secrets & strategies. 6. vyd., Palo Alto: PlanningShop, 2014, 430 s.. ISBN 978-1-933895-46-8.

2. BERRY, T. Hurdle: the book on business planning: How to develop and implement a successful business plan. 6. vyd.. Eugene: Palo Alto Software, Inc., 2006, 232 s.. ISBN 978-0-9712185-2-9.
3. BURNS, Paul. Entrepreneurship and Small Business: Start-Up, Growth and Maturity. 4th Edition. New York: Palgrave Macmillan, 2016, 540 s. ISBN 978-1-137-43035-9.
4. COLLINS, James C. - PORRAS, Jerry I. Built to last: successful habits of visionary companies. London: Century Business, 1996, xiv, 322 s. ISBN 0-7126-7795-X.
5. ESCHENBACH, Rolf - GÜLDENBERG, Stefan - HOFFMANN, Werner. Controlling. Praha: ASPI Publishing, 2000, 812 s. ISBN 80-85963-86-8.
6. CHERMACK, Thomas J. Scenario planning in organizations: how to create, use, and assess scenarios. San Francisco: Berrett-Koehler Publishers, 2011, 274 s.. ISBN 978-1605094137.
7. OSTERWALDER, Alexander - PIGNEUR, Yves. Business model generation: handbook for visionaries, game changers and challengers. Hoboken: John Wiley & Sons, 2010, 278 s. ISBN 978-0-470-87641-1.
8. PORTER, Michael E. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York: Free Press, 1998, 396 s. ISBN 978-0-7432-6088-6.
9. CLAUSS, Francis J. Applied Management Science and Spreadsheet Modeling. Belmont: Wadsworth Publishing Company, 1996, 772 s.. ISBN 978-0534258429.

### **Syllabus:**

Thematic definition of lectures:

1. Introduction to planning – In the introductory lecture, we will provide students with information on the course and the requirements for passing the course. We continue by defining a plan and analyzing the different planning definitions. We discuss planning and its position in the management process, the purpose of planning, the positive and negative aspects of planning, the basic interconnection of plans in companies, and the different stages of the planning process. At the end of the lecture, we will point to modern trends affecting planning such as big data, databases and machine learning, business experiments, turbulent and unpredictable environments.
2. Goals, the system of plans, and organization of planning – We begin the lecture by defining and analyzing the definition of a goal. We continue to discuss the impact of the business environment on planning and goals. Then we follow with an explanation of the SMART criteria important for proper goal setting and how successful businesses set their goals according to the authors Collins and Porras. We present and give examples of goals in practice. The next topic of the lecture is to explain the stages of the process of goal setting and how the goals are divided. At the end of the lecture, we discuss the system of company plans and the integration of plans, planning procedures, and elements of the company planning system.
3. Strategic planning – We will start with the definition of strategic planning and strategic planning content. We explain the definition of strategy and the characteristics of the strategy, strategic success factors, the time horizon of the strategic plan, strategic planning at the enterprise level, and strategic planning at the business unit level. We define a strategic business unit. We present strategic planning tools, PIMS study, and application in strategic planning, place of the business plan in strategic planning, linking the business model with strategy and business plan. In the last part, we discuss the business opportunity and the search for it, strategic resources and capabilities, competitive advantage, sources of competitive advantage, and business model as a tool for linking individual business plans and the concept of the business itself.
4. Business Plan – We begin the lecture by defining the business plan and explaining its importance to the business. We continue with the structure and content of the business plan, business plan functions, criteria, and business plan requirements. Then the organizational aspects, the linkage of the business plan elements, the form, and presentation follow. We also discuss the advantages of the business plan, the details of the various parts of the business plan, such as the summary and its important position within the business plan, the description of the business, the

business model, the identification of business opportunities, and resources needed, the analysis of the environment, the marketing plan, the production plan, the investment plan, the financial plan, and the critical risk factors.

5. Methods and techniques of planning – In this lecture, we start by discussing the importance of quality sources of information in planning and the consequence of their inappropriate selection. We continue with the presentation of fundamental divisions of methods into qualitative methods and quantitative methods, where we offer an overview of these methods. Next follows a detailed decomposition and explanation of the benchmarking method and its process. Summary planning methods, time series extrapolation, new planning methods, and planning techniques will be explained. At the end of the lecture, we discuss the planning tools suitable for use in the different subparts of the business plan.

6. Marketing Planning- At the beginning of the lecture, we define marketing and marketing planning. We continue by explaining the essential functions of marketing, defining and analyzing marketing strategy, linkage of business strategy, marketing strategy, and 4P marketing plan. The next point of the lecture is to explain the process of marketing planning, the types of marketing plans, and the methods and procedures in marketing planning. We will show students how to determine the product's market potential, and how the expected market share is determined. Finally, we will discuss how to obtain information about the market and the modern forms of marketing.

7. Production and production capacity planning, material and inventory purchase planning, and outsourcing — The lecture includes production plan, production plan content, and its place in the system of plans, the goal of the production plan, aggregated production plan, aggregated plan goal, bases and aggregated planning process, production assortment planning method, production capacity plan, production process planning, production resource planning, and quality planning. This is followed by disaggregated and operational production planning. After defining it, we discuss inventory management, just-in-time method, criteria, and inventory planning methods, such as the ABC method, minimizing the total cost of inventories. Finally, we discuss the management of stock and outsourcing.

8. Disaggregation of plans and operational planning – At the beginning, we introduce the issue of disaggregation and operational planning. We will cover the purpose of the disaggregation of plans and explain operational planning. We continue with the time horizon of operational plans. Another topic of this lecture is the production planning and monitoring and the presentation of specific software systems for planning and production monitoring. As long as a company does not use the above software solutions, it uses the classic methods that we explain in the section operational planning and budgeting, where we will mention the basic criteria for the creation of operational plans and operational planning methods.

9. Personnel planning – We start the lecture by defining the personnel plan and its place in the system of plans. We explain the goal of the personnel plan, the remuneration system, internal and external factors, the analysis of the human resources balance, short-term and long-term planning of the work, the human resources balance algorithm, and the factors affecting the need for workers are. We also look at methods of planning the needs of workers, short-term work planning and long-term work planning, the process of planning the needs of workers, and productivity planning. We will end the lecture with innovative work regimes and current research in the field of human resource planning.

10. Planning of investment projects and project plan- The lecture begins with defining and analyzing the definition of a project, definition, and analysis of the term investment. This is followed by discussing motivating factors that raise the need for investment projects in companies, aspects in investment planning, investment planning, and comparison of a business plan, project plan, and program. The next item is the discussion of elements characterizing the investment project, the process of creating the project plan, the investment planning algorithm,



and the ways of thinking to solve complex tasks. We will also explain the structure of the project plan, feasibility study, investment financing, financial investments, acquisition advantages, methods of evaluating investments, and project revenue projection.

11. Financial Plan- We begin the lecture by explaining the importance of the financial plan and the place of the financial plan in the system of plans. We continue with the structure of the financial plan, the process of setting up the financial plan, the methods and models for the development of the financial plan, the long-term horizon in financial planning, and the short-term horizon in financial planning. In the next part of the lecture, we include budgeting the need for working capital, financing current assets, budgeting cash, budgeting trade credits, projecting the profit and loss statement, designing the balance sheet, projecting cash flow, and profit distribution plans. In the last block, we deal with limitations to financial projections, the creation of financial projections, sources of information for financial projections, approaches to financial projections, and the lecture is concluded by presenting frequent errors in the development of financial plans and a demonstration of how financial projections can be presented.

12. Monitoring and control in the planning – First, we define the monitoring in the lecture, and a definition analysis is performed. The next item is the discussion of the monitoring-planning relationship and what is the purpose of control, and what is being done with its results. The lecture continues by explaining the division and procedure of the monitoring process and by explaining the different approaches to determining the sequence of control steps. We are proceeding to monitor implementation in different functional plans, where we go through the various functional plans and discuss the appropriate indicators that are used for the monitoring. We continue with the methods of monitoring the plan, and in the end, we address the most common causes of deviations of reality from the plan.

13. Current topics in planning – During the last lecture, students' work during the semester is evaluated, and the exam conditions will be overviewed. We continue with the presentation of our own current research results in the field of planning, complemented by new findings from research of global importance. Next, we will cover modern planning trends as well as different scenarios for future developments. Another item is interesting and creative solutions in business planning, including practical examples of elegant solutions to planning problems. Finally, a recap of the topics for the exam and the state exam follows, and the semester ends with a quiz.

Thematic definition of exercises:

1. Introduction to planning – In the introductory seminar, instructors and students will introduce themselves. Subsequently, the requirements for the completion of the course will be presented; information is provided on lectures, literature needed for the exam, and exercises. The links of the subject to the practice and the purpose of individual exercises and, therefore, the skills that students will acquire from the perspective of demand by businesses are also explained. Students will be informed about the guest's lecture from practice and about the different tools used during the semester to learn and communicate. Information about providing feedback and the channels students can use if they have a problem with calculating is also an important part of this seminar. The provided information also includes information about the midterm exam, assignments, and semester project, including its presentation. Then the topic of planning is being discussed.

2. Planning methods – The basic planning methods used throughout the semester will be practiced. These include extrapolation of the time series, where, based on the previous development of the planned indicator, its values are projected in the future. Techniques such as arithmetic gain, geometric gain, and index and least-squares method are practiced. Other practiced basic methods include smoothing, cyclicity, scenarios, and simulation.

3. Marketing planning – In marketing planning, we start with Brown's exponential smoothing, which, for example, serves to smooth the volatility of planned data. This is followed by seasonality and possible seasonality application in the sales projection. We continue to practice forecasting sales of new products in relation to the sale of their predecessors. We conclude

the seminar by practicing product mix creation, product pricing methods, and calculating the product's market potential, which is an essential part of the start-up business plan.

4. Cost aspects in planning – The seminar is dedicated to the contribution margin, the lower limit to the price, and the percentual variable contribution margin. These methods allow students to make rational decisions about production and product assortment composition. The calculation of break-even point, whether in euro or pieces, has a broad application in planning and is an essential part of the business plan. We continue with one of several examples of decision problems: whether to make or buy components for production. Finally, we present a method for estimating the fixed and variable cost, which is particularly relevant in strategic planning in competition analysis.

5. Production planning and planning the material needs – We begin the seminar with a classic quantitative method of inventory planning and modeling, where we calculate the optimal order quantity, minimizing the total cost of inventory, further calculating the frequency of order, calculating the total cost of inventory and calculating the price with the required level of return on cost. Furthermore, the method of aggregate production planning, ABC analysis, make or buy decision, securing the production capacity, and trial and error methods are practiced.

6. Personnel planning - During the seminar, we practice methods of planning the workforce needs. These methods include the standard person-hours method suitable for production with standard time consumption, the method of operating standards used in the case of manufacturing processes, and the method of the operated places, suitable mainly for calculating the need for service or auxiliary workers. We will end the exercise by practicing the method of labor productivity planning, namely the method of time-saving.

7. Complex case study – Students will first be divided into groups during the seminar. They will then receive a comprehensive assignment to practice the application of planning methods in a practical case. Students receive the specified target company and tasks to create specific plans using the methods practiced so far. Students will have to search and gather the data needed to apply these methods; others have to be derived with logical thinking and analogical argumentation. After solving the case study, the seminar follows up with a discussion and comparison of the results.

8. Investment planning and investment projects – The seminar is mainly dedicated to dynamic indicators of assessing investment benefits. The basic indicator that is practiced is the net present value. This indicator makes it possible to practice several aspects of investment decision-making, from the determination of quantitative characteristics, through economic evaluation to decide whether to accept the investment. Another method is the internal rate of return, which makes it possible to find the project's return rate, which can be used to compare investments or in the creation of a prospectus.

9. Midterm exam – Midterm exam lasts for the whole seminar. It aims to practice as many calculation problems as possible, support the individual work of students, and prepare them for the exam, as the formulation and the time available to calculate the problems proportionally correspond with the time available to them on the exam. The midterm exam is not scored, however, a minimal standard has to be reached. Another added value is the continuous monitoring and feedback on students' progress in comprehending the course material.

10. Financial plan – The seminar aims to practice calculating the working capital needs. This is an important part of planning, as working capital significantly impacts the business's cash flow, which directly affects its viability. The first part of the calculation of the working capital needs is devoted to calculating the operating cycle, as the time between payment for the purchase of goods or material and the received cash for sold products. The second composite of the calculation is the average daily operating costs.

11. Financial plan and control – At the seminar, we begin by practicing the method of balance sheet planning, namely the method of the percentage of revenue. We continue by planning

cash flow, practicing an indirect method of projecting cash flow that has a broad application in practice. We continue to practice the interconnection of financial statements as a comprehensive practice problem. Finally, we are looking at the differential and proportional method of plan monitoring.

12. Presentation of semester papers and discussion – One of the most important added values of our course is acquiring practical skills in creating and presenting a business plan. Here, students are given an enormous opportunity to gain practical experience in this aspect of planning. By presenting their semester projects, they acquire practical skills with the presentation; the subsequent discussion provides them with feedback on the shortcomings of their work and presentation and the possibility of perfecting it in the future. On the evaluation side, students acquire practical analytical skills, identify weaknesses, deepen their understanding of the issues, improve their skills through inspiration, and learn from others' projects. It is mandatory that all students present their work.

13. Presentation of semester papers and discussion – One of the most important added values of our course is acquiring practical skills in creating and presenting a business plan. Here, students are given an enormous opportunity to gain practical experience in this aspect of planning. By presenting their semester projects, they acquire practical skills with the presentation; the subsequent discussion provides them with feedback on the shortcomings of their work and presentation and the possibility of perfecting it in the future. On the evaluation side, students acquire practical analytical skills, identify weaknesses, deepen their understanding of the issues, improve their skills through inspiration, and learn from others' projects. It is mandatory that all students present their work.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 22

A	B	C	D	E	FX
9.09	18.18	31.82	36.36	0.0	4.55

**Lecturer:** Ing. Branislav Zagoršek, PhD., doc. Ing. Ivana Mišúnová Hudáková, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21066/21	<b>Title of course:</b> Communication in Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KM FPM/MMB21040/21-Management (in English)	
<b>Requirements to complete the course:</b> 30% semestral work, 70% written or oral or combined exam	
<b>Student workload:</b> 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for credit exam 26 h, preparation for final exam 52 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• Comprehensive knowledge of the application of communication theory in business practice, defining the application possibilities of using communication forms and models in business management, their advantages and disadvantages, the possibility of predicting and eliminating communication conflicts in internal and external communication, selection and use of communication tools in managerial situations, in the field of using communication tactics, techniques and strategies and from the creation of communication plans and strategies of the company as well as crisis communication plans and their application.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• effectively use essential information about internal and external corporate communication, its basic features, goals, forms and models in practice,</li> <li>• critically evaluate the application possibilities of individual communication models of internal and external communication of the company,</li> <li>• characterize the nature and evaluate the emergence and possibilities of resolving communication conflicts in the internal and external communication of the company with an impact on the internal climate and competitiveness of the company,</li> <li>• propose, communicate/present and defend solutions and recommendations aimed at increasing the effectiveness of internal and external communication of the company,</li> <li>• develop a scheme of effective internal company communication, including crisis communication.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• professionally and effectively use the components of verbal communication in the intentions of the requirements of the managerial communication role in a linguistically and culturally homogeneous and intercultural work environment,</li> </ul>	

- professionally and effectively use the components of non-verbal communication in the intentions of the requirements of the managerial communication role in a linguistically and culturally homogeneous and intercultural work environment,
- critically evaluate the possibilities of choosing communication tools, tactics, techniques and strategies in relation to the communication situation and corporate culture and justify their choice,
- analyze the causal context of the emergence of communication conflicts and establish procedures for predicting and limiting their occurrence,
- prepare the conditions for conducting a communication audit and defend the procedure and selected methods.

**Indicative content:**

Thematic definition of lectures:

1. Introduction to the subject Communication in Management.
2. Communication and managerial communication.
3. Role, social status and corresponding communication patterns in the communication process of the manager in the company.
4. Communication skills and communication competencies of the manager.
5. Types and forms of professional managerial communication, their characteristics and use at various communication levels in the organization.
6. Verbal communication of the manager and its use in relation to the management style.
7. Active listening and listening as a part and condition of professional managerial communication.
8. Non-verbal communication in professional managerial communication.
9. Communication patterns for individual specific forms of professional managerial communication.
10. Supportive communication techniques in professional communication and their characteristics.
11. Psychological barriers in professional managerial communication.
12. Communication audit.
13. Specifics of managerial communication in a multicultural company/organization.

Thematic definition of exercises:

1. The subject of communication in management.
2. Exercise aimed at understanding the effectiveness of individual communication vectors in model communication situations.
3. Training of basic communication patterns used in formal and informal communication roles of a manager.
4. Training of communication skills.
5. Training of basic forms of managerial communication in model situations.
6. Training of basic components of verbal communication.
7. Training of active listening in model situations.
8. Practicing correctly transmitting and reading/decrypting signals of nonverbal communication.
9. Training of selected communication patterns of professional managerial communication.
10. Training in assertive managerial communication.
11. Training in identifying communication barriers and noise in the communication process.
12. Case study for communication audit.
13. Case study of managerial communication in a multicultural enterprise.

**Support literature:**

Basic literature:

1. BREWSTER, C. et al. (2016). International Human Resource Management. CIPD – Kogan Page, 2016. 522 s. ISBN 978-1843083750.

Supplementary literature:

1. MERRIAM-WEBSTR, INC. (2016). The Merriam-Webster dictionary. Springfield: Merriam-Webstr, Inc. 939 p. ISBN 978-0-87779-295-6.
2. EMMITT, S., GORSE, C.A. (2009), Construction communication. Oxford: Blackwell Publishing. pp. 34-35. ISBN 978-14-051-4872-6.
3. KEMPEN, R., ENGEL, A., (2017) Measuring intercultural competence. In Interculture Journal, Vol. 16, 2017, No.29. ISSN 2196-9485, p. 39-60.
4. THORSBY, D. (2001). Economics and Culture. Cambridge: University press. ISBN 978-80-7556-036-0.

### **Syllabus:**

Thematic definition of lectures:

1. Introduction to the subject Communication in Management. Characteristics of individual approaches to the issue of communication in management. Communication theory and its application possibilities in management and leadership of people in the work process.
2. Communication and managerial communication. Characteristics of individual vectors of managerial communication. Communication flows in the organization. Communication tools in the organization. Communication effect. Communication barriers on the sender's side and on the recipient's side. Communiqué.
3. Role, social status and corresponding communication patterns in the communication process of the manager in the company. Characteristics of formal and informal communication managerial role. Communication role and natural authority of a manager in an organization. Communication models in managerial communication in the organization in relation to the social status of the manager.
4. Communication skills and communication competencies of the manager, their nature and characteristics. Managerial communication as a skill. Personality/psychological preconditions of a manager for managerial communication. Physical and physiological prerequisites for managerial communication.
5. Types and forms of professional managerial communication, their characteristics and use at various communication levels in the organization. Rational and emotional approach in managerial communication and their combination in relation to the communication situation. Communication estimation and communication impact of incorrect/correct non/professional managerial communication.
6. Verbal communication of the manager and its use in relation to the management style. Content of the term verbal communication. Components of verbal communication and their characteristics. Psychological and psychological essence of individual components of verbal communication in professional managerial communication.
7. Active listening and listening as a part and condition of professional managerial communication. Characteristics of terms listening, hearing, active listening. The essence of active listening. Active listening as a process. The difference between active listening and listening. Objective and subjective obstacles occurring in individual stages of active listening and the possibility of limiting and eliminating them.
8. Non-verbal communication in professional managerial communication. Content of the concept of nonverbal communication. Characteristics of individual nonverbal signals. Characteristics of mimics, facial expressions, haptics, proxemics, gesticulation and posturics. Interpretation of the content of individual components in non-verbal communication and their cultural conditionality.
9. Communication patterns for individual specific forms of professional managerial communication. Definition of the term communication pattern. Cultural and intercultural communication patterns used in professional managerial communication. Creation of communication patterns in the professional communication of a manager in relation to his/her management style.

10. Supportive communication techniques in professional communication and their characteristics. Content of the concept of assertiveness. Characteristics of assertive managerial communication. Content of the concept of empathy. Characteristics of empathic managerial communication. Content of the concept of persuasion. Characteristics of persuasive managerial communication.

11. Psychological barriers in professional managerial communication. Characteristics of individual psychological barriers in managerial communication. Objective and subjective psychological barriers in managerial communication and their content. Communication noise and their limitation and elimination. Crisis communication.

12. Communication audit. Characteristics of communication audit and its importance in small and medium companies. Methods used in communication audit. Results of communication audit in the company and their interpretation in accordance with the principles of GDPR.

13. Specifics of managerial communication in a multicultural company/organization. Intercultural communication patterns incorporated into corporate culture. Intercultural communication skills of managers. Intercultural communication competencies of managers. Corporate slang, pictograms and a set of corporate gestures and communication signs.

Thematic definition of exercises:

1. The subject of communication in management. Content definition of individual terms and terms used in the theory of communication. Analysis of individual theoretical approaches in the theory of communication from the point of view of management and manager.

2. Exercise aimed at understanding the effectiveness of individual communication vectors in model communication situations. Correct and incorrect message sending. Analysis of errors in the process of sending and receiving a message in the communication process. Identification of objective and subjective obstacles in the communication process in the organization - modeling.

3. Training of basic communication patterns used in formal and informal communication roles of a manager. Training of managerial communication in individual communication models - linear, interpersonal and cross.

4. Training of communication skills. Verification of managerial skills in model situations. Consolidation of communication skills and communication competencies in individual communication patterns used in the organization in manager-employee communication and vice versa.

5. Training of basic forms of managerial communication in model situations in order to teach communicants to estimate the communication situation and the communication impact of their chosen form of communication. Legibility and illegibility in professional managerial communication - practice of behavior regulation, elimination of manifestations of stress in communication, presentation performance.

6. Training of basic components of verbal communication, voice and certainty in the voice, dynamics of speech, vocabulary and work with it, harmony between thinking and speech. Application of individual components of verbal communication in basic forms of managerial professional communication - in monologue, conversation, conversation with a group, in discussion and in polemic.

7. Training of active listening in model situations. Detection and removal of objective and subjective obstacles in individual stages of the process of active listening. Listening training as a professional manager's skill.

8. Practicing correctly transmitting and reading/decrypting signals of nonverbal communication. Training of individual components of nonverbal communication. Mimics and facial expressions. Haptics and basic forms of haptics in managerial communication - practice. Posturics, gestures and proxemics - practice of decrypting the contents of individual components and their combinations.

9. Training of selected communication patterns of professional managerial communication. Practicing communication patterns in relation to applied communication models and in relation to management styles.

10. Training in assertive managerial communication. Training in the use of assertive rights in communication. Practicing assertive communication techniques. Practicing empathic managerial communication. Training in expressing empathy and compassion. Practicing persuasive managerial communication. Working with arguments. Using emotions in persuasive managerial communication in model situations.

11. Training in identifying communication barriers and noise in the communication process. The ability to prevent the emergence of communication barriers. Development of a communication plan to eliminate risk factors that cause communication barriers. Elaboration and presentation of crisis communication plan.

12. Case study for communication audit. Determining the plan and procedures of communication audit in the company. Determination of criteria for selection and work with individual methods used in communication audit. Evaluation of obtained results and their interpretation. Working in groups.

13. Case study of managerial communication in a multicultural enterprise. Specifics of communication and sharing in an intercultural communication environment. Creation of unifying in-house communication patterns.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 23

A	B	C	D	E	FX
17.39	30.43	39.13	0.0	0.0	13.04

**Lecturer:** doc. Ing. Jana Blštáková, PhD., Mgr. Hana Gažová-Adamková, PhD., Mgr. Natália Matkovčíková, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KBaMF NHF/ NNC21055/21	<b>Title of course:</b> Commodity Markets and Real Investments
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 15% team portfolio management 25% work on team assignments 60% written exam	
<b>Student workload:</b> - 26 hours – lectures - 26 hours – seminars - 39 hours – preparation for seminars - 65 hours – preparation for written exam	
<b>Teaching results:</b> <b>Knowledge:</b> - Understanding of basic mechanisms of commodity markets functioning - Understanding of basic relations between commodity markets and the global economy - Understanding of basic relations between commodity markets and individual segments of the financial markets - Understanding of real asset market specifics - Understanding of basic fundamentals affecting individual segments of commodity markets (energies, precious metals, industrial metals, agricultural commodities) and real asset markets (gems, arts artworks and collectibles, realties, water and emission quotas) - Understanding of mechanism of functioning of financial tools used on commodity and real asset markets. <b>Skills:</b> - The ability to systematically collect and evaluate information related to commodity and real asset markets - The ability to use technical and fundamental analysis for predicting the future commodity and real asset markets development - The ability to create a commodity and real asset-focused investment portfolio based on the analysis of available data <b>Competencies:</b> - The teamwork ability	

- The critical thinking ability
- The analytical thinking ability
- The ability to present the results of own analyses

**Indicative content:**

1. Commodity markets and their position in the real economy. Classification of commodities. The impact of macroeconomic factors on commodity markets. Influence of external factors on commodity markets. Cycles in commodity markets. The relationship between commodity and stock markets
2. Trading on commodity markets. The most important commodity exchanges. Types of trades on commodity markets. Options of investing in commodities. Commodity market investment tools
3. Mining companies and risks in commodity markets. Types of mining companies. The life cycle of a mining company from the investor's point of view. Financing of mining projects. Risks on commodity markets
4. Energy commodities. Global energy market. The most important energy commodities (oil, natural gas, coal, uranium). The main fundamental factors of individual energy markets. Specifics of investing in energy commodities. Green energetics
5. Precious metals. Classification of precious metals (gold, silver, platinum group metals). The specific position of gold in the world economy. The main fundamental factors of individual segments of the precious metals market. Specifics of investing in precious metals
6. Basic industrial metals. Classification of basic industrial metals (iron ore and steel, aluminum, copper, etc.). The main fundamental factors influencing the markets of individual metals. The relationship between basic industrial metals and the global economy. Specifics of investing in basic industrial metals
7. Special industrial metals. Classification of special industrial metals. Battery metals. The main fundamentals of special metals markets. Specifics of investing in special metals
8. Agricultural commodities. Classification of agricultural commodities (cereals, oilseeds, animal products, etc.). Strategic importance of agricultural commodities. Agricultural commodities and weather. Specifics of investing in agricultural commodities
9. Precious stones. Classification of precious stones. Diamond market, pricing specifics and 4C. Specifics of other gemstone markets (emerald, ruby, sapphire, precious opal)
10. Art and collectibles. Different types of art and specifics of the art market. Artworks as an alternative investment asset. Numismatics, notaphilia and philately. Other economically meaningful collector assets
11. Land and real estates. Classification and specifics of the real estate market. Specifics of the land market. Real estates as an alternative investment asset
12. Water and emission quotas. Water as a strategic raw material. Water as an investment asset. Water indices. Kyoto Protocols and Emissions Allowance Mechanisms. Emission allowances as a specific investment asset
13. Development tendencies in commodity markets. Green energy and commodity markets. Electromobility and commodity markets. Global climate change and commodity markets

**Support literature:**

- ÁRENDÁŠ, P. – CHOVANCOVÁ, B. – GACHOVÁ, K. – PAVELKA, L. (2018). Investovanie na trhu komodít a reálnych aktív. Praha: Wolters Kluwer, 2018. ISBN 978-80-759-8186-8
- ROGERS, J. (2008). Žhavé komodity. Praha: GRADA Publishing, 2008. ISBN 978-80-247-2342-6
- DAY, A. (2010). Investing in Resources: How to Profit from the Outsized Potential and Avoid the Risks. Hoboken: John Wiley & Sons, Inc., 2010. ISBN 978-0-470-89030-1

**Syllabus:**

<b>Language whose command is required to complete the course:</b>											
<b>Notes:</b>											
<b>Assessment of courses</b>											
Total number of evaluated students: 0											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b>											
<b>Date of the latest change:</b> 09.02.2023											
<p><b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.</p>											

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPF FPM/MME21019/21	<b>Title of course:</b> Corporate Financial Analysis (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KPH FPM/MMC21025/21-Business Economy (in English) or KPF FPM/MME21018/21-Corporate Finance (in English)	
<b>Requirements to complete the course:</b> 15 % continuous seminar work on the assigned topic, 15 % continuous written work from examples, 70 % oral examination	
<b>Student workload:</b> 156 h (attendance at lectures 22 h, attendance at seminars 22 h, preparation for seminars 40 h, preparation for midterm written tests and a credit paper 10 h, processing of a seminar paper 20 h, preparation for an exam 42 h)	
<b>Teaching results:</b> <b>Knowledge:</b> A comprehensive approach to assessing the financial situation of the company aimed at understanding the form and presentation of corporate accounting data, their broad-spectrum analysis to identify significant and non-essential characteristics of the company, gradually reveal a diverse range of relationships between accounting data so the analyst can assessed, materially interpreted and evaluated. <b>Competence:</b> <ul style="list-style-type: none"> <li>• Complete the financial analysis in companies compiling financial statements in various accounting regimes, in Slovak and foreign companies.</li> <li>• Search for and select information sources suitable for fulfilling the goal of analyzing the company's financial results.</li> <li>• Select optimal methods of analysis that will allow a factual interpretation and evaluation of important aspects of the financial situation of the company.</li> <li>• Identify and quantify the impact of relevant factors on the financial results of companies.</li> <li>• Prepare clear and understandable reports of financial analysis for the needs of individual levels of management, containing the strengths and weaknesses of the company and the proposal of measures.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• Apply the acquired theoretical knowledge about elementary methods and higher methods (mathematical-statistical) in the process of analyzing the financial situation of the company.</li> <li>• Define and economically interpret the company's financial results.</li> </ul>	

- Objectively assess the financial situation of the company by categorizing financial results, monitoring development trends, identifying relationships between indicators, quantifying the severity of their interaction and comparing financial results with comparable competitors.
- Perceive the facts in relation to each other, synthesize them and then predict the financial situation of the company.

**Indicative content:**

Thematic definition of lectures:

1. Input information and general instruction about the subject.
2. Financial statements of a company - a source of information for financial analysis.
3. Analytical value of the system of financial statements.
4. Analytical value of the balance sheet.
5. Analytical value of the Income Statement.
6. Analytical value of the cash flow statement.
7. Ex post financial analysis.
8. Procedures for objectifying the conclusions of the "ex post" analysis.
9. Analysis of the company's position on the market from a financial point of view.
10. Ex ante financial analysis.
11. Basic division of methods for predicting the financial situation of a company - point, mathematical-statistical methods.
12. Financial statements of an enterprise prepared in accordance with IFRS.
13. Selected Issues in Financial Analysis of IFRS Financial Statements.

Thematic definition of seminars:

1. Conditions for obtaining credit, functions of financial analysis of the company, characteristics and representation of three (four) - balance system of financial statements, adjustment of accounting and reporting in the Slovak Republic, acquaintance with the register of financial statements.
2. Formal adjustment of the Balance Sheet.
3. Presentation on the economic interpretation of the results of the analysis of property and capital structure.
4. Presentation on the economic interpretation of the results of the analysis of net working capital and golden rules.
5. Presentation on the economic interpretation of the results of Profit/Loss analysis, analysis of added value formation and structure.
6. Presentation on the economic interpretation of the results of the analysis of individual indicators of the company's cost.
7. Presentation on the economic interpretation of the results of the analysis of the operational CF indicator.
8. Presentation on the economic interpretation of the results of the analysis of financial ratios.
9. Testing the continuous level of students' theoretical knowledge.
10. Possibilities and conditions of application of the chain substitution method, logarithmic and functional method.
11. Presentation on the economic interpretation of the results of the breakdown of ROA, ROE and business cost ratio
12. Recapitulation of semester knowledge, final semester written work.
13. Practical applications of financial analysis of IFRS financial statements.

**Support literature:**

Basic literature:

1. HARRINGTON, R. Diana. Corporate Financial Analysis. In a Global Environment. 6th edition. South Western College Pub. 2009. ISBN-13: 978-0324050929

2. GEORGE, T. et.al. Essentials of Financial Analysis. John Wiley & Sons. 2003. ISBN-13: 978-0471228301
  3. ROBERTSON, B. Corporate Financial Analysis: A Comprehensive Beginner's guide to analyzing corporate financial risks, statements, data ratios and reports. 2020. ISBN-13: 978-1073647460.
  4. ITTELSON, Thomas R. Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports. Newburyport, MA: New Page Books 3rd Revised edition, 2020. 320 s. ISBN 978-1632651754.
  5. PETERSON DRAKE, Pamela. Analysis of Financial Statements. Hoboken, New Jersey: John Wiley & Sons, 2012. 352 s. ISBN 978-1118299981.
- Supplementary literature:
1. FRIDSON, Martin S. - ALVAREZ, Fernando. Financial Statement Analysis: A Practitioner's Guide. Hoboken, New Jersey: Wiley, 4th edition, 2011. 400 s. ISBN 978-0470635605.
  2. WILD, John J.. Financial Statement Analysis. New York City: McGraw-Hill. 2015. 608 s. ISBN: 978-0071086837.
  3. WAHLEN, James M. - BAGINSKI, Stephen P. - BRADSHAW, Mark. Financial Reporting, Financial Statement Analysis and Valuation. Boston, Massachusetts: Cengage Learning 9th Edition, 2017. 1200 s. ISBN-13 978-1337614689.
  4. WALTON, Peter. Financial Statement Analysis. An International Perspective. Boston, Massachusetts: Cengage, 2000. 512 s. ISBN 978-1861524870.
  5. PENMAN, Stephen. Financial Statement Analysis and Security Valuation. New York City: McGraw-Hill, 2012. 740 s. ISBN 0071326405.
  6. FRASER, Lyn - ORMISTON, Aileen. Understanding Financial Statements. London: Pearson 11th Edition. 304 p. ISBN 978-0133874037.
  7. SCHOENEBECK, Karen - HOLTZMAN, Mark. Interpreting and Analyzing Financial Statements. London: Pearson 6th Edition. 339 p. ISBN 978-0132746243.

### **Syllabus:**

Thematic definition of lectures:

1. Input information and general instruction about the subject. The position and tasks of financial analysis in business management. Analysis functions - cognitive, evaluative and decision-making. Methods used in financial analysis of the company. Indicators and systems of indicators. Analytical model and its construction. Content and structure of business analysis in a market environment. Analysis of summary and partial results.
2. Financial statements of a company - a source of information for financial analysis. Presentation of financial statements (financial statements) as a source of data for financial analysis of the company. Financial statements according to Slovak legislation and international legislation (IFRS). Types of financial statements, their characteristics. Specifics of financial statements divided according to the size of the enterprise (financial statements of the micro-accounting unit and of small and large accounting units).
3. Analytical value of the system of financial statements. Three / four balance sheet system of financial statements. The informative value of the system of reports of the Central Bank. Characteristics of links between financial statements. Elementary methods of financial analysis - horizontal and vertical analysis of statements.
4. Analytical value of the balance sheet. Characteristics of the formal and content adjustment of the balance sheets of a small, large entity and a micro entity. Conversion of "accounting" balance sheet to "financial" balance sheet. Golden balance rule, golden financing rule. Analysis of compliance with the golden rules of financing in the company.
5. Analytical value of the Income Statement. Characteristics of the formal and substantive adjustment of the income statement of a small, large entity and a micro entity. Analysis of the "quality" of the economic result. Analysis of profit creation and use. Analysis of reduced

and non-reduced volume indicators, characteristics of their informative value. Analysis of the adequacy of the dynamics of volume indicators. Analysis of the cost-effectiveness of the company's transformation process.

6. Analytical value of the cash flow statement. Characteristics of the formal and content adjustment of the cash flow statement. Analysis of changes in cash. Cash-flow indicator, its importance for the company's management practice and informative value. Possibilities of quantification of cash flow indicator. Use of cash flow indicator in ratio financial indicators.

7. Ex post financial analysis. Standard ex post financial analysis procedure. Characteristics of the basic set of financial ratios. Specifics of quantification of liquidity, activity, indebtedness, profitability and market value indicators of the company. Knowledge of the financial situation of the company using ratios. Analysis and evaluation of the development trend of ratio indicators.

8. Procedures for objectifying the conclusions of the "ex post" analysis. Analysis of relationships between indicators. Characteristics of Du Pont's equations of decomposition of profitability indicators. Methods of analysis of deviations of indicators. Quantification of the influence of determining factors - the central task of the analysis. Factor relationships in analytical models - additive, multiplicative and combined. Impact quantification methods - chain substitution method, logarithmic method, functional method, integral method.

9. Analysis of the company's position on the market from a financial point of view. Comparison of business and industry indicators. Conditions of comparability, selection of indicators for comparing companies. Methods of comparing enterprises - arithmetic average, quantiles, methods of multicriteria evaluation of enterprises (method of weighted sum of orders, scoring method, method of standardized variable, method of distance from fictitious object).

10. Ex ante financial analysis. The essence, possibilities and importance of forecasting. Selection of well "distinguishing" indicators. Methods of selection of well-distinguishing indicators - median test, statistical methods.

11. Basic division of methods for predicting the financial situation of a company - point, mathematical-statistical methods. Characteristics of the Rapid Test, Tamari risk index, methods of discriminant analysis, logistic regression.

12. Financial statements of an enterprise prepared in accordance with IFRS. Purpose, structure and content of financial statements according to IFRS. Formal and material differences in financial statements compiled according to Slovak standards and IFRS standards. Consequences of differences in financial statements on the conclusions of the financial analysis of the company. Thematic definition of seminars:

1. Conditions for obtaining credit, functions of financial analysis of the company, characteristics and representation of three (four) - balance system of financial statements, adjustment of accounting and reporting in the Slovak Republic, acquaintance with the register of financial statements, Home assignment: study the current financial statements of the selected company.

2. Formal adjustment of the Balance Sheet, reading of the financial statement Balance sheet of the selected company, procedure of analysis of property and capital structure in the balance sheet, explanation of terms: long-term / short-term and non-current / current assets, explanation of correction, reserves, horizontal balance sheet analysis. Homework: preparation of balance sheet analysis.

3. Presentation on the economic interpretation of the results of the analysis of property and capital structure. Procedure for conversion of "accounting" balance sheet to "financial" balance sheet, significance of this conversion, characteristics of golden rules of financing, characteristics of golden balance rule, net working capital (NWC), procedure of analysis of compliance with golden financing rules, verification of adequacy of NWC creation. Homework: quantification of golden rules and net working capital of the selected company, analysis of golden rules and net working capital, verification of the adequacy of net working capital creation.

4. Presentation on the economic interpretation of the results of the analysis of net working capital and golden rules. Formal adjustment of Income Statement, reading of accounting Income Statement of selected company, procedure of analysis of creation of economic result Profit/Loss analysis, analysis of creation and structure of added value, analysis of creation of newly created value. Homework: elaboration of analysis of Profit/Loss structure of selected company.
5. Presentation on the economic interpretation of the results of Profit/Loss analysis, analysis of added value formation and structure. New topic: the procedure of analysis of the total cost indicator of the company, the procedure of the analysis of operating costs, the procedure of the analysis of wage costs Homework: elaboration of analysis of total cost, operating and wage cost of selected company.
6. Presentation on the economic interpretation of the results of the analysis of individual indicators of the company's cost. New topic: formal adjustment and reporting of the cash flow statement, explanatory power of the cash flow statement, operating cash flow (CF) indicator - procedures for its quantification and analysis, confrontation of the CF indicator with the cash flow statement. Homework: elaboration of CF indicator analysis.
7. Presentation on the economic interpretation of the results of the analysis of the operational CF indicator. New topic: systems of indicators, characteristics of a parallel system of indicators, relative financial indicators - their construction and termination. Homework: quantification and analysis of financial ratios of a selected company.
8. Presentation on the economic interpretation of the results of the analysis of financial ratios. New topic: ways of objectifying the results of financial analysis - analysis of the development of financial ratios of the company over time, comparison of business results with the results of the industry. Homework: elaboration of trend analysis of financial ratios, comparison of ratios of selected company with relevant industry.
9. Testing the continuous level of students' theoretical knowledge. Presentation on the economic interpretation of the results of objectification of financial indicators of a selected company. New topic: methods of quantification of the influence of factors on the synthetic business indicator.
10. Possibilities and conditions of application of the chain substitution method, logarithmic and functional method. Du Pont's equations of decomposition of indicators ROA, ROE - simple and extended model, decomposition of cost indicator of the company. Homework: elaboration of the analysis of the decomposition of ROA, ROE indicators and the decomposition of the cost indicator of the selected company.
11. Presentation on the economic interpretation of the results of the breakdown of ROA, ROE and business cost ratio, New topic: comprehensive assessment of the financial situation of the analyzed company, summary of its strengths and weaknesses, proposal of measures to improve the financial condition of the company.
12. Recapitulation of semester knowledge, final semester written work.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 20

A	B	C	D	E	FX
35.0	35.0	15.0	5.0	5.0	5.0

**Lecturer:** Ing. Miroslav Kmeťko, PhD., doc. Ing. Eduard Hyránek, PhD., Ing. Simona Kosztanko, PhD.

**Date of the latest change:** 09.02.2023



**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of International Relations	
<b>Course code:</b> KMPV FMV/ VVB22007/22	<b>Title of course:</b> Cultures in International Relations (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> The final grade is based on continuous control of study during the entire semester as well as on oral exam as follows: 40% continuous control of study (attendance 10%, activity/control questions 10%, and presentation on selected topics 20%). Final examination – oral exam (60% of the total course evaluation)	
<b>Student workload:</b> participation in lectures 26 hours, participation in seminars 26 hours, preparation for seminars 13 hours, preparation of a semestral project 13 hours, preparation for the exam 78 hours	
<b>Teaching results:</b> The aim of this course is to understand the issues of culture, cultural specifics and the differences between world cultures. The main goal is a presentation of selected paradigm interpretations of intercultural or inter-civilizational relations. Each know-how is formed by historical-logical and causal analysis of those attributes, which determined their identity and influence in the international environment. We put verbal and nonverbal entities into the set of elements of cultural structures such as languages, written systems, religions, traditions, cultural politics, intercultural relations with a specific regard to cultural identity of the European Union. In this case, the given course contributes to the extension of students' knowledge in international economic relations and economic diplomacy. <b>Knowledge:</b> to learn the distinctiveness and specifics of individual cultures; to get acquainted with historical coherence of formation of cultures; to understand key thesis of current intercultural dialogues and the ability of critical evaluation. <b>Competences:</b> to understand the cultural specifics within the international environment and the ability to identify the key features of world cultures and to determine the specifics of their development. <b>Skills:</b> to be knowledgeable, analyze and work with relevant literature sources, the ability to deal with nonstandard intercultural situations, the ability of effective and high-qualified as well as sensitive communication with international partners, associations or institutions. <b>Completing this course each student would:</b> -recognize, identify and understand the key concepts and terms connected with the development of cultures in the international relations	

-be able to identify the main cultures, their development, reasons of their expansion or collapse  
-learn cultural specifics of decisive world cultures and civilizations  
-read comprehensively; analyze and evaluate the relevant reference books critically;  
-learn to discuss critically the current topics related to intercultural and inter-civilizational processes

**Indicative content:**

Terminology and key categories of interpretation of cultures and civilizations. European culture. Russian culture. Cultural and civilizational identity of the USA. Multiculturalism in Canada. Latin American cultures. Islamic culture and Islamic civilization. Indian culture, Hinduism and Buddhism. Chinese culture, Confucianism. Japanese and Korean cultures. Jewish culture. African culture. Cultural diplomacy.

**Support literature:**

FRIEDEN, J. A., LAKE, D. A., SCULTZ, K. A. 2018. World Politics: Interests, Interactions, Institutions. W. W. Norton & Company, New York, 2018  
GOLDBERG, D. T. (ed.) 1998. Multiculturalism. A Critical Reader. Blackwell Publishers, Malden, 1998.  
HARRISON, K., D.; HOWELL, C. H. 2016. National Geographic People of the World: Cultures and Traditions, Ancestry and Identity. National Geographic, New York, 2016  
HUNTINGTON, S. P. 1997. The Clash of Civilisations. Remaking of World Order. Touchstone, New York, 1997.  
ROSENSTEIN, C. 2018. Understanding Cultural Policy. Routledge, New York, 2018.

**Syllabus:**

1. Terminology and key categories of interpretation of cultures and civilizations. Terms – culture and civilization. Explanation of relations between individual systems and classes of cultural elements. Cultural models.
2. European culture. European roots of Western civilization. Periods of European culture development: Antics, Christianity, Humanism, Renaissance, and Enlightenment. Industrial and post-industrial era. The period of critical self-reflection. Scope of values. Cultural politics of the European Union, its political and legal scope.
3. Russian culture. Development phases of formation of Russian culture. Orthodoxy as religious basics of Russian culture. Scope of values. Totalitarianism and propaganda in Soviet culture.
4. Cultural and civilizational identity of the USA. Development phases of formation of the American culture. Specific features of formation of the American culture. Scope of values of American society and current issues of American society.
5. Multiculturalism in Canada. Formation of Canadian society. Reasons and forms of institutionalization of multiculturalism in Canada. Current issues of Canadian society. The position of native population.
6. Latin American cultures. Term of Latin America. Main pre-Columbian civilizations. Specifics of formation of current cultures in Latin America. Current discussion on colonialism and colonial heritage in Latin American region.
7. Islamic culture and Islamic civilization. Origins of Islamism and its establishment. Geographical expansion and specifics. Islamization as a factor of identity of countries.
8. Indian culture. Hinduism and Buddhism. Origins and establishment of Indian civilization. Hinduism and Buddhism and their scope of value. Current issues of Indian society.
9. Chinese culture. Confucianism. Origins and establishment of Chinese civilization and its scope of value. Confucianism and its meaning in the region of South-Eastern Asia. Specifics of Chinese culture.
10. Japanese and Korean cultures. Origins and establishment of Japanese culture. Historical sources of Korean culture. Phases of development and specific features of Japanese and Korean cultures.

11. Jewish culture. Origins of Jewish culture and its scope of value. Judaism and its specifics. Current social issues of Israeli society.
12. African culture. Reasons of specific social and cultural development of the African continent. European colonialism and its consequences for cultural and social development of the continent. Regional, cultural, language and social specifics of Africa.
13. Cultural diplomacy. Definition of term. Examples of cultural diplomacy and its realization in Slovak conditions. Culture, new tools of democracy.

**Language whose command is required to complete the course:**

English language

**Notes:**

**Assessment of courses**

Total number of evaluated students: 56

A	B	C	D	E	FX
73.21	16.07	10.71	0.0	0.0	0.0

**Lecturer:** doc. PhDr. Rudolf Kucharčík, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Ľubomír Čech, CSc.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of International Relations	
<b>Course code:</b> KMEVaHD FMV/ VVA22019/22	<b>Title of course:</b> Diplomatic Protocol (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 0 / 2 <b>Per course:</b> 0 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> The condition for passing the course is successful completion of a ongoing test and final test. Weight of the ongoing / final evaluation: 40 / 60.	
<b>Student workload:</b> Student workload for individual educational activities: participation in seminars 26 hours, preparation for seminars 26 hours, preparation for a ongoing tests 20 hours, preparation for an exam 32 hours (60% of the evaluation from the final evaluation).	
<b>Teaching results:</b> The aim of the course Diplomatic Protocol is to provide students with systematic knowledge in the field of diplomatic protocol and social behavior. The protocol of social behavior addresses the basic attributes of interpersonal relationships and communication in accordance with the requirements of the socio-economic situation. It points out the basic criteria of social conventions in verbal and nonverbal communication. Simulation of model situations will also be a part of the teaching. <b>Knowledge</b> Students will gain knowledge about the history of diplomacy, embassies, the consular agenda and their current importance, the importance of protocol principles, diplomatic and social correspondence, the use of state symbols in practice, dress code, social events, the use of business cards and basic attributes of intercultural communication. <b>Competences</b> Students can use the acquired knowledge and skills in practice in various forms of working meetings, especially in contact and communication with representatives of state administration and self-government bodies, in organizing events with their participation, in contact with representatives of embassies, but as well in social relations and meetings, or negotiations with foreign partners. <b>Skills</b> Students will learn to correctly identify actors in diplomatic relations, determine the order within the social and diplomatic hierarchy, learn the protocol principles and rules applied in the Slovak Republic, including the rules of social and diplomatic correspondence. They will gain an overview of the rules of verbal and nonverbal communication. They will gain practical skills that will help them adequately prepare for and participate in social events and meetings with foreign partners.	
<b>Indicative content:</b>	

Terminology - theoretical background. Introduction to diplomatic protocol. Internal and foreign state bodies for diplomatic relations. Diplomatic privileges and immunities. Priority in diplomatic and social practice. Protocol principles and rules applied in the Slovak Republic. State symbols and their use in practice. Diplomatic and social correspondence in practice. Verbal and nonverbal communication. Types of social events and their importance in practice. Selected problems of diplomatic and social practice. Selected examples of intercultural communication. Final seminar.

**Support literature:**

McCAFFREE, M. J.: Protocol: The Complete Handbook of Diplomatic, Official and Social Usage, 2007. ISBN 978-1930754188.

BERRIDGE, G. R.: Diplomacy. Theory and Practice. London: Palgrave Macmillan, 2015. ISBN 978-1-137-44552-0.

BERRIDGE, G. R. – James, A.: Dictionary of Diplomacy. London: Palgrave Macmillan, 2003. ISBN 978-1403915368.

**Syllabus:**

1. Terminology - theoretical background
2. Introduction to diplomatic protocol
3. Internal and foreign state bodies for diplomatic relations
4. Diplomatic privileges and immunities
5. Priority in diplomatic and social practice
6. Protocol principles and rules applied in the Slovak Republic
7. State symbols and their use in practice
8. Diplomatic and social correspondence in practice
9. Verbal and nonverbal communication.
10. Types of social events and their importance in practice
11. Selected problems of diplomatic and social practice
12. Selected examples of intercultural communication
13. Final seminar

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 8

A	B	C	D	E	FX
100.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** doc. Mgr. Boris Mattoš, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Ľubomír Čech, CSc.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMr OF/OOA21291/21	<b>Title of course:</b> Distribution in Marketing (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 7	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20% continuous semester assessment 20% semester work 60% written exam	
<b>Student workload:</b> Workload: 182 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 20 hours Semester project processing: 40 hours Preparation for written verification of knowledge: 26 hours Preparation for the exam: 44 hours	
<b>Teaching results:</b> By completing the course, students gain knowledge about the importance of distribution as a tool of marketing mix, about the typology of distribution channels, about the distributors involved in distribution processes. They will get acquainted with the basic distribution strategies and their application in individual stages of the product life cycle, they will gain knowledge about logistics as a part of distribution, its tasks and modern approaches in logistics. They will gain an overview of the various areas of application of logistics in distribution - the logistics of purchasing, warehousing, sales, transportation, new trends in logistics. They will also gain knowledge about the social responsibility of logistics companies. Graduates of the course will be able to identify and analyze the conditions and relationships arising in distribution and logistics processes in the transformation of the product on the way from the manufacturer to the consumer. They will understand the importance of a logistical approach to distribution solutions, they will be able to identify and analyze the costs arising in distribution processes for the implementation of individual activities of physical distribution. They can assess the suitability of the selection of a distribution channel for a given type of product and a given market, compare the efficiency of individual types of distribution channels. They understand new trends in logistics and can interpret them in a suitable way, especially from the point of view of environmental sustainability of logistics.	

Upon successful completion of the course, students will acquire competencies that will enable them to apply themselves in middle management positions in the areas of trade, distribution and logistics of both manufacturing and business enterprise. They will be able to work in junior positions in distribution and logistics centers in the areas of purchasing, order processing and inventory management. They can solve problems of an operational nature in solving issues of transport of products from the area of production to the area of trade and consumption.

**Indicative content:**

Distribution as a marketing tool. Types and kinds of distribution, distribution channels and their typology. Distributors. Franchising. Supply logistics. Purchasing logistics. Warehousing logistics. Sales logistics. Transport logistics. Electromobility. Reverse logistics. New trends in logistics. Social responsibility of logistics companies.

**Support literature:**

1. CHRISTOPHER, M. 2016. Logistics and Supply Chain Management. 5. Edition. London: Pearson
2. DENT, J. – WHITE, M. 2018. Sales and Marketing Channels. 3. Edition. London: Kopen Page
3. GWINNE, R. 2022. Warehouse Management. 4. Edition. London: Kopen Page
4. BOWERSOX, D. J. et. kol. 2019. Supply Chain Logistics Management. 5. Edition. New York. McGraw – Hill Education

**Syllabus:**

1. Introduction to the theory of distribution and logistics. Basic distribution strategies.
2. Distribution channels, typology of distribution channels, vertical marketing system, horizontal marketing system.
3. Distributors, typology.
4. Franchising.
5. Supply logistics, inventory management.
6. Purchasing logistics.
7. Warehousing logistics, tasks and types of warehouses, warehousing technologies.
8. Sales logistics.
9. Transport logistics, types and kinds of transport. Transport and forwarding services.
10. Electromobility, alternative modes of transport.
11. Reverse and waste logistics.
12. New trends in logistics.
13. Social responsibility of logistics companies.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 2

A	B	C	D	E	FX
0.0	50.0	50.0	0.0	0.0	0.0

**Lecturer:** doc. Ing. Milan Oreský, PhD., doc. Ing. Róbert Rehák, PhD.

**Date of the latest change:** 23.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Baumöhl, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Naqibullah Daneshjo, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Ferdinand Daño,



PhD., Person responsible for the delivery, development and quality of the study programme doc.  
Ing. Peter Drábik, PhD., MSc., Person responsible for the delivery, development and quality of the  
study programme prof. Ing. Eva Hanuláková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KIM FPM/ MMA21021/21	<b>Title of course:</b> E-Business (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KIM FPM/MMA21017/21-Business Informatics (in English) or KMr OF/MOA21149/21-Marketing (in English)	
<b>Requirements to complete the course:</b> 30 % continuous written work, 70 % written examination	
<b>Student workload:</b> 104 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 13 h, preparation for semester project website and other assignments 13 h, preparation for exam 26 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• A comprehensive overview of all aspects of e-business with a main focus on creating a functional eCommerce solution in the enterprise and all its essentials, such as the uniqueness of B2C and B2B relationships, strategies for selling products and services in the electronic space (electronic marketplaces, auctions, etc.), electronic security, options for promoting eCommerce solutions and opportunities in the field of eGovernment.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• Orientation in eCommerce issues and understanding of all the relationships and contexts that a business may encounter in this area.</li> <li>• Overview of the possibilities of making an enterprise eCommerce solution visible in the electronic world.</li> <li>• Understanding the potential vulnerabilities of an eCommerce solution from both the enterprise and user perspective and how to address these risks.</li> <li>• Overview of the state and possibilities of eGovernment in Slovakia and their comparison with countries within the EU and its status within the world.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• Create a corporate identity as a basis for the creation of an organization's website.</li> <li>• Creation of a corporate web presentation and implementation of corporate identity elements into a corporate website.</li> <li>• Implementation of a comprehensive eCommerce (electronic commerce) solution.</li> <li>• Ability to make the eCommerce solution visible on the Internet and within different strategies.</li> </ul>	
<b>Indicative content:</b> Thematic definition of lectures:	

1. Introduction to e-business, definition of e-business and explanation of the differences between e-business, eCommerce and e-commerce, categorization of e-business entities by level (B2B, B2C, ...).
  2. eCommerce part 1 - definition, characteristics, comparison of digital and traditional markets, customer journey, other forms of eCommerce: contextual, social, local, mobile and collaborative.
  3. eCommerce part 2 - definition of eCommerce, depiction of its system model, how it works from a process perspective, eCommerce essentials, eCommerce business models and their revenue opportunities.
  4. eCommerce part 3 - brief description of the GDPR and its impact on eCommerce, legal aspects affecting eCommerce, content of terms and conditions and privacy policy document. Ethical principles in eCommerce.
  5. eCommerce part 4 - eCommerce in global market conditions, electronic marketplaces, own eshop vs. electronic marketplace - which of the options and under which circumstances is advantageous for the company, overview of electronic marketplaces designed for B2C.
  6. eCommerce part 5 - the use of eCommerce solutions in B2B, case studies and types of business models in B2B, types of auctions, their advantages and disadvantages and their application within the electronic system in the areas of B2B, B2C and G2B.
  7. eCommerce Part 6 - Key Performance Indicators (KPIs) to measure eCommerce performance and online tools to capture appropriate data. A brief overview of how to promote your organization in the eCommerce world, its formats and payment models.
  8. Aspects of website and eCommerce design, layout of the various elements within a website, best practices and content of individual menu items.
  9. Optimising a website for web search engines and its aspects, explanation of how a web search engine works, identification of keywords and how they can be implemented in the content of a website, the process of optimising a website for web search engines.
  10. Electronic signature and its application, how electronic signature works and the difference between electronic signature and guaranteed electronic signature. The use of electronic signature in eGovernment and an overview of the state of eGovernment in the EU and worldwide.
  11. eGovernment in Slovakia, electronic mailbox and its establishment and use, methods of authentication, use of eID, possibilities in the field of electronic communication with state authorities.
  12. Competitive Intelligence, definition, status, system context, links, roles and types, anatomizing the Competitive Intelligence cycle, characterization of commercial databases, their roles in relation to Competitive Intelligence, case study.
  13. E-commerce security, information security as a whole, defining the appropriate level of security, participants in e-commerce, types of possible attacks on e-commerce, security measures and rules.
- Thematic definition of exercises:
1. Working in Desktop Publishing (DTP) - program environment, principles of working in DTP applications, options for creating print documents and design manual.
  2. The essentials of a corporate design manual, its content and the process of its creation using the DTP program.
  3. The basics of using HTML and CSS when editing text on a web page, using the W3School Tutorial.
  4. Ecommerce website project - part 1: Explaining the functionality of web hosting and installing the content management system on web hosting. Presentation of the Wordpress content management system environment. Accessing files on the web hosting using FTP.
  5. Project of an e-commerce website - Part 2: Logging into the content management system, basic configuration and overview of basic controls. Working with the different components of the site.

6. Ecommerce website project - Part 3: Working with the graphic template and its functionality. Comparison of graphic templates, their selection and installation. Working with widgets and page builder.
7. Ecommerce website project - part 4: Creating menus and website structure. Installation of content management system extensions and SEO basics.
8. Ecommerce website project - part 5: Adding an e-commerce website - installing and introducing e-commerce functionality.
9. E-commerce website project - Part 6: Designing the structure of the website, selecting a graphic template in accordance with the design manual and creating the content.
10. Ecommerce website project - part 7: installation of functionality extending plugins into the content management system (contact form and setting up mailings, cookie alerts, etc.).
11. Ecommerce website project - part 8: Independent work on the exercise - creating your own e-commerce website in accordance with the design manual.
12. Presentation of students' web projects on the exercise and their evaluation.
13. Presentation of students' web projects on the exercise and their evaluation.

**Support literature:**

1. TANNER, Larsson. Ecommerce Evolved. Scotts Valley : CreateSpace, 2016. 332 s. ISBN 978-15-3461-934-0.
2. CHAFFEY, Dave. – HEMPHILL, Tanya. – EDMUNDSON, David. Digital Business and E-Commerce Management. London : Pearson, 1737 p. ISBN 978-12-9219-333-5.
3. KINGSNORTH, Simon. Digital Marketing Strategy, 2. vyd. London : Kogan Page, 384 s. ISBN 978-0749484224.
4. JELASSI, Tawfik. – MARTINEZ-LÓPEZ, Francisco. Strategies for e-Business, 4. vyd. Berlin : Springer, 2020. 705 s. ISBN 978-3030489496.

**Syllabus:**

Thematic definition of lectures:

1. Introduction to e-business, definition of e-business and explanation of the differences between e-business, eCommerce and e-commerce, categorization of e-business entities by level (B2B, B2C, ...).
2. eCommerce part 1 - definition, characteristics, comparison of digital and traditional markets, customer journey, other forms of eCommerce: contextual, social, local, mobile and collaborative.
3. eCommerce part 2 - definition of eCommerce, depiction of its system model, how it works from a process perspective, eCommerce essentials, eCommerce business models and their revenue opportunities.
4. eCommerce part 3 - brief description of the GDPR and its impact on eCommerce, legal aspects affecting eCommerce, content of terms and conditions and privacy policy document. Ethical principles in eCommerce.
5. eCommerce part 4 - eCommerce in global market conditions, electronic marketplaces, own eshop vs. electronic marketplace - which of the options and under which circumstances is advantageous for the company, overview of electronic marketplaces designed for B2C.
6. eCommerce part 5 - the use of eCommerce solutions in B2B, case studies and types of business models in B2B, types of auctions, their advantages and disadvantages and their application within the electronic system in the areas of B2B, B2C and G2B.
7. eCommerce Part 6 - Key Performance Indicators (KPIs) to measure eCommerce performance and online tools to capture appropriate data. A brief overview of how to promote your organization in the eCommerce world, its formats and payment models.
8. Aspects of website and eCommerce design, layout of the various elements within a website, best practices and content of individual menu items.

9. Optimising a website for web search engines and its aspects, explanation of how a web search engine works, identification of keywords and how they can be implemented in the content of a website, the process of optimising a website for web search engines.
10. Electronic signature and its application, how electronic signature works and the difference between electronic signature and guaranteed electronic signature. The use of electronic signature in eGovernment and an overview of the state of eGovernment in the EU and worldwide.
11. eGovernment in Slovakia, electronic mailbox and its establishment and use, methods of authentication, use of eID, possibilities in the field of electronic communication with state authorities.
12. Competitive Intelligence, definition, status, system context, links, roles and types, anatomizing the Competitive Intelligence cycle, characterization of commercial databases, their roles in relation to Competitive Intelligence, case study.
13. E-commerce security, information security as a whole, defining the appropriate level of security, participants in e-commerce, types of possible attacks on e-commerce, security measures and rules.

Thematic definition of exercises:

1. Working in Desktop Publishing (DTP) - program environment, principles of working in DTP applications, options for creating print documents and design manual.
2. The essentials of a corporate design manual, its content and the process of its creation using the DTP program.
3. The basics of using HTML and CSS when editing text on a web page, using the W3School Tutorial.
4. Ecommerce website project - part 1: Explaining the functionality of web hosting and installing the content management system on web hosting. Presentation of the Wordpress content management system environment. Accessing files on the web hosting using FTP.
5. Project of an e-commerce website - Part 2: Logging into the content management system, basic configuration and overview of basic controls. Working with the different components of the site.
6. Ecommerce website project - Part 3: Working with the graphic template and its functionality. Comparison of graphic templates, their selection and installation. Working with widgets and page builder.
7. Ecommerce website project - part 4: Creating menus and website structure. Installation of content management system extensions and SEO basics.
8. Ecommerce website project - part 5: Adding an e-commerce website - installing and introducing e-commerce functionality.
9. E-commerce website project - Part 6: Designing the structure of the website, selecting a graphic template in accordance with the design manual and creating the content.
10. Ecommerce website project - part 7: installation of functionality extending plugins into the content management system (contact form and setting up mailings, cookie alerts, etc.).
11. Ecommerce website project - part 8: Independent work on the exercise - creating your own e-commerce website in accordance with the design manual.
12. Presentation of students' web projects on the exercise and their evaluation.
13. Presentation of students' web projects on the exercise and their evaluation.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 100

A	B	C	D	E	FX
39.0	24.0	11.0	8.0	1.0	17.0
<b>Lecturer:</b> doc. Ing. Vladimír Bolek, PhD., Ing. Matej Černý, PhD., doc. Ing. Anna Hamranová, PhD.					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of International Relations	
<b>Course code:</b> KMEVaHD FMV/ VVA22021/22	<b>Title of course:</b> Economy of Developing Countries (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 4 <b>Per course:</b> 26 / 52 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20 % mid-term exam 20 % term paper 60 % written examination	
<b>Student workload:</b> Lectures: 26 hours Seminars: 52 hours Preparation for seminars: 13 hours Preparation for mid-term exam: 10 hours Preparation for term paper: 13 hours Preparation for final exam: 42 hours	
<b>Teaching results:</b> Upon successful completion of the course, students will be able to: <ul style="list-style-type: none"> <li>- identify and analyze the main problem areas of development in developing countries</li> <li>- understand the deeper problems of underdevelopment and further development of developing countries</li> <li>- identify, quantify, and analyze development indicators</li> <li>- understand the deeper context of the relationship between developed and developing countries</li> </ul> Knowledge and understanding: Acquire an understanding of developing country development concepts Practical skills: Apply theoretical concepts of development to practical applications in economic policy formulation Competencies: understanding of the context of the world economy, use of databases for practical application	
<b>Indicative content:</b> Definition of the basic concepts and subject matter of development economics. Demographic development in the regions of developing countries. Education and its impact on development, state of health in developing countries. Natural resources and the environment. Agriculture and food security. Quality of life, quality of life indicators, poverty, and inequality. Models of economic development. Trade policies of developing countries. Financial markets and developing states.	

African countries. Countries of South-East Asia and South Asia. Central Asian countries and Western Asia. The oil states of the Persian Gulf.

**Support literature:**

Todaro, M., P., Smith, S., C.: Economic Development, 13th Edition. Pearson, 2020  
Ray, D.: Development Economics. Princeton University Press, 1998  
Szirmai, A.: Socio-Economic Development, 2nd Edition. Cambridge University Press, 2015  
Nafziger, E., W.: Economic Development, 5th Edition. Cambridge University Press, 2012

**Syllabus:**

1. Definition of the basic concepts and subject matter of development economics. Definition of the group of developing countries, their common and different features.
2. Demographic development in the regions of developing countries, comparison, migration and the labor market in developing countries.
3. Education and its impact on development, state of health in developing countries, a comparison.
4. Natural resources and the environment. Environmental impacts of development.
5. Agriculture and food security in developing countries.
6. Quality of life, quality of life indicators, poverty, and inequality.
7. Models of economic development.
8. Trade policies of developing countries. The involvement of the regions of the developing countries in the world economy.
9. Financial markets and developing states, capital sources for development, debt mechanism.
10. Countries of North, West, Central, East, and Southern Africa.
11. Countries of South-East Asia (Cambodia, Thailand, Laos, Vietnam, Myanmar, Malaysia, Brunei, Philippines, Indonesia, Singapore) and South Asia (India, Afghanistan, Pakistan, Bhutan, Bangladesh, Nepal).
12. Central Asian countries (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan) and Western Asia (Yemen, Lebanon, Syria, Turkey, Azerbaijan, Georgia, Armenia).
13. The oil states of the Persian Gulf and their position in the world economy.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 31

A	B	C	D	E	FX
32.26	32.26	19.35	9.68	6.45	0.0

**Lecturer:** doc. Ing. Martin Grešš, PhD., Ing. Mykhaylo Kunychka, PhD., Ing. Leonid Raneta, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Ľubomír Čech, CSc.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KHP NHF/NND21111/21	<b>Title of course:</b> Economic Policy
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KET NHF/NNE21101/21-Principles of Economics 1 or KET NHF/NNE21102/21-Principles of Economics 2	
<b>Requirements to complete the course:</b> Full-time: 20% - exercises and activities during seminars 20% - tests during seminars 60% - final exam	
<b>Student workload:</b> 156 (participation in lectures 26, participation in seminars 26, preparation for seminars and tasks 36, preparation for tests 20, preparation for the final exam 48)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• Students will be able to identify situations where state intervention in the economy is justified.</li> <li>• Students will get acquainted with the economic policy instruments and the mechanism of operation of these instruments.</li> <li>• Students will be able to orientate themselves in the goals and principles of economic policy and will understand the social framework of economic policy.</li> <li>• Students will understand the importance of the quality of the institutional framework of the economy.</li> </ul> <b>Skills:</b> <ul style="list-style-type: none"> <li>• In seminars, students will acquire basic skills to work with relevant data and analytically evaluate the results.</li> <li>• Students will understand the basic approaches to ways of analyzing economic problems and proposing measures/policies.</li> </ul> <b>Competences:</b> <ul style="list-style-type: none"> <li>• Students will be able to recognize situations where state intervention in the economy is justified.</li> <li>• Students will understand the options available to the state to deliberately guide economic development.</li> <li>• Students will gain the ability to critically evaluate the possibilities of deploying economic policy measures and the risks associated with it.</li> </ul>	
<b>Indicative content:</b> 1) State and markets in a democratic society	

- 2) Institutions and the exercise of power to meet economic objectives
  - 3) Principles and objectives in economic policy
- Macroeconomic policies:
- 4) Fiscal policy
  - 5) Monetary policy
  - 6) The effect of budgetary and monetary policy in stabilizing the economy
- Microeconomic policies:
- 7) Competition policy
  - 8) Structural policy
  - 9) Employment and labor market policy
  - 10) Income policy
  - 11) Development of economic policy around the world
  - 12) Milestones of economic policy in Slovakia

**Support literature:**

The Core Team: Economy, Society and Public Policy. COREECON, Electric Books Works.  
Lukáčik, J. a kol. 2013. Hospodárska politika – teória a prax. Bratislava: Sprint 2, 2013.

**Syllabus:**

**Language whose command is required to complete the course:**

**Notes:**

**Assessment of courses**

Total number of evaluated students: 60

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
26.67	0.0	0.0	35.0	20.0	5.0	10.0	3.33	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Elena Fifeková, PhD., Ing. Erika Majzlíková, PhD., doc. Ing. Karol Morvay, PhD., Ing. Daniela Pobudová, PhD., Ing. Jarmila Vidová, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KHP NHF/NND21251/21	<b>Title of course:</b> Efficiency and Productivity Analysis
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b>	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KHP NHF/NND21002/21-Quantitative Methods in Economics	
<b>Requirements to complete the course:</b> 20 % coursework, 20 % assignments, 60 % final exam	
<b>Student workload:</b> Total: 156 (participation in lectures 26, participation in seminars 26, preparation for seminars and track credit tests 26, assignments elaboration 26, preparation for the final exam 52)	
<b>Teaching results:</b> After completing this course students will: a) have knowledge of the principles of non-parametric estimation of the production set and measurement of the effectiveness of activities b) be able to implement optimization program to evaluate effectiveness as well as interpret and present results c) to propose an adequate method of evaluating efficiency and to draw consequences for managerial or economic-political decision-making	
<b>Indicative content:</b> Efficiency measurement using revenue, cost and distance functions. Econometric estimates production, cost and revenue functions. Revenues from scope. DEA - Data package analysis. Nonparametric estimation of a production set. Efficiency measurement - input and output orientation. CCR model. Variable returns from the range: BCC model. Additive models. Intertemporal analysis: productivity indices and decomposition.	
<b>Support literature:</b> COELLI, T.J – PRASADA RAO, D.S. – O'DONNELL, CH.J. – BATTESE, G.E. 2005. An Introduction to Efficiency and Productivity Analysis. 2.vyd. Springer: 2005. COOPER, W. – SEIFORD, L.M. – TONE, K. 2007. Data envelopment Analysis. A Comprehensive Text with Models, Applications, References and DEA-Solver Software. 2.vyd. Springer, 2007. RAY, S. 2004. Data Envelopment Analysis: Theory and Techniques for Economics and Operational Research. Cambridge University Press, 2004.	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	

English
<b>Notes:</b>
<b>Assessment of courses</b> Total number of evaluated students: 0
The subject evaluation will be shown after the subject is included in a particular curriculum.
<b>Lecturer:</b> doc. Ing. Eduard Nežinský, PhD., Ing. Richard Kališ, PhD., Ing. Andrea Valachová, PhD.
<b>Date of the latest change:</b> 13.03.2023
<b>Approved by:</b>

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC21024/21	<b>Title of course:</b> Enterprise and Entrepreneurship (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 30% continuous written work, 70% written exam	
<b>Student workload:</b> 156 h (participation in lectures 26 h, participation in exercises 26 h, preparation for exercises 26 h, preparation for written work 26 h, preparation for exam 52 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• The student identifies the nature of enterprise and entrepreneurship, general and specific features of an enterprise. The student is able to describe the status and the relationship of the enterprise with its environment. The student can characterize the enterprise as a goal-oriented system in search of a compromise between different interest groups. Can characterize the essential managerial decisions in the different stages of the life cycle of an enterprise. Acquire knowledge of the typology of enterprises and be able to use the different typological criteria in managerial decision-making. Gain knowledge of the objectives, areas and forms of business association and of competition protection.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• Effectively use essential information about the enterprise as a business entity, its basic features, objectives and its environment.</li> <li>• Ability to design effective solutions to prevent and eliminate business risk based on knowledge of business risk.</li> <li>• Critical attitude to the evaluation of the factors of enterprise location.</li> <li>• Ability to take a critical stance on the basic attributes of the operation of a company, cooperative as well as on the entrepreneur's ownership interest in the business of other persons.</li> <li>• Ability to analyse and make effective use of knowledge of the various stages of the life cycle of an enterprise.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• interpret the specifics of business entities according to the subject of business,</li> <li>• the student is able to describe and evaluate the relations of the enterprise with its environment in direct relation to the subject of business through the use of case studies,</li> <li>• the student independently draws up a simple start-up budget for a small enterprise</li> </ul>	

- the student is able to characterize, quantify and analyze the basic processes of profit sharing, loss, liquidation balance, and capital formation in companies and cooperatives,
- quantify the business assets, business capital, net business assets of a business
- analyses the processes of winding up a company with and without liquidation in relation to the company's assets, liabilities, costs, and revenues.

**Indicative content:**

Thematic definition of lectures:

1. The nature of enterprise and entrepreneurship.
2. Business environment.
3. Establishment and formation of the enterprise, formation of the enterprise's founding budget.
4. Enterprise growth, forms of growth and growth crises.
5. Crisis of the enterprise, essence, causes of the crisis.
6. Crisis solutions, consolidation, rehabilitation.
7. Enterprise Typology according to legislative forms of enterprise.
8. Personal societies.
9. Capital based companies.
10. Cooperative, essence and basic features.
11. Enterprise typology.
12. Equity participation in the entrepreneurship of other person.
13. Areas and criteria for the associating of enterprises.

Thematic definition of exercises:

1. Nature of enterprise and entrepreneurship, basic attributes of an enterprise.
2. The objective and subjective prerequisites of entrepreneurship.
3. Risk of entrepreneurship.
4. Business environment of the enterprise.
5. Mission, vision and goals of the enterprise.
6. Enterprise Typology – 1st part.
7. Enterprise Typology – 2nd part.
8. Enterprise Typology – 3rd part.
9. Enterprise Typology – 4th part.
10. Equity participation in the entrepreneurship of other person.
11. Business intent and formation of the budget of a small enterprise.
12. Business growth through diversification – case study.
13. The dissolution of the enterprises with and without winding up – case studies.

**Support literature:**

1. BAYE, Michael - PRINCE, Jeffrey T. Managerial Economics & Business Strategy (Mcgraw-hill Series Economics). New York : McGraw-Hill Education, 2017. 548 s. ISBN 978-1259251382.
2. Obchodný zákonník – Commercial Law of Slovak Republic

**Syllabus:**

Thematic definition of lectures:

1. The nature of enterprise and entrepreneurship. Characteristics and basic attributes of an enterprise. Preconditions of entrepreneurship. Causes, types and possibility of elimination of entrepreneurial risk.
2. Business environment. The world environment of the enterprise and its features. Instruments of the state influencing the business environment. General and specific environment of the enterprise. Horizontal and vertical links between the enterprise and its environment.

3. Establishment and formation of the enterprise, formation of the enterprise's founding budget. The essence of enterprise localization, localization factors and methods of selecting the place of enterprise localization.
  4. Enterprise growth, forms of growth and growth crises. Quantification of enterprise growth. Quantitative and qualitative aspects of growth. Stabilization of the enterprise and a set of stabilization measures. Assessment of the enterprise's position on the market in the stabilization phase.
  5. Crisis of the enterprise, essence, causes of the crisis. Identification and diagnostics of the crisis of the enterprise. Crisis as a state. Crisis as a development. Stages of crisis and types of crisis.
  6. Crisis solutions, consolidation, rehabilitation. Dissolution of the company with liquidation, without liquidation. Bankruptcy and restructuring.
  7. Enterprise Typology according to legislative forms of enterprise. Common provisions on commercial companies: establishment and formation of a commercial company, mandatory and dispositive provisions of the Commercial Code and their meaning in the articles of association, amount, value and form of contribution to the commercial company, share capital, share in the commercial company (commercial, compensatory and share in the liquidation balance), dissolution and termination of the commercial company.
  8. Personal societies. Basic features, advantages and disadvantages of staffing companies. Comparison of legislative regulation of personal societies in Slovakia and EU countries.
  9. Capital based companies. Basic features, advantages and disadvantages of capital companies. A simple joint stock company and special rights of a shareholder. Comparison of legislative regulation of capital companies in Slovakia and EU countries.
  10. Cooperative, essence and basic features. Importance of cooperative society in the Slovak Republic. Societas Europea and its basic features, advantages and disadvantages of the SE. Enterprises of individuals and sole traders. Entrepreneurship under special regulations. Criteria for selecting the legislative forms of enterprise.
  11. Enterprise typology according to character of the final product, branch and sector of the economy, size of enterprise, technical and organizational characters, ownership. The use of selected criteria of enterprise typology in managerial decision making.
  12. Equity participation in the entrepreneurship of other person. Contract of association, silent partnership agreement. Enterprise of foreign person.
  13. Areas and criteria for the associating of enterprises. Types of enterprise associations. Unfair competition and its essential features. Protection of competition, substance and legislative regulation.
- Thematic definition of exercises:
1. Nature of enterprise and entrepreneurship, basic attributes of an enterprise : assets, equity and net assets and their identification in the balance sheet of an enterprise. Terminology of entrepreneurship in other languages.
  2. The objective and subjective prerequisites of entrepreneurship. Personality characteristics of the entrepreneur, manager and leader. Portrait of an entrepreneur from practice. The process of turning an idea into a business opportunity. The role of the state in creating a business environment.
  3. Risk of entrepreneurship. Classification of risks according to the link to business entities, according to the material content. Determination the significance of risk factors by expert assessment, sensitivity analysis and the use of decision trees.
  4. Business environment of the enterprise. Case studies of specific enterprises and their business environment.
  5. Mission, vision and goals of the enterprise. Classification of the objectives of the enterprise according to different criteria. Influence of interest groups on the creation of enterprise objectives. Code of ethics as part of corporate social responsibility.

6. Enterprise Typology – 1st part. Sole entrepreneur, types of sole entrepreneurs. Family business. Typology of enterprises according to sectors, industries, size, ownership and technical-organisational characteristics.
7. Enterprise Typology – 2nd part. Contribution in kind in companies, determination of the amount and value of the business share. Distribution of profits, losses and liquidation balances in a general partnership and a limited partnership.
8. Enterprise Typology – 3rd part. Division of profits, losses and liquidation balances in a limited liability company, joint stock company and a simple joint stock company. Determination of the share price.
9. Enterprise Typology – 4th part. Co-operative as an open number of owners, specifics of entrepreneurship in a co-operative, division of profits and formation of an indivisible fund. Co-operative unit certificates as a special type of security.
10. Equity participation in the entrepreneurship of other person. Contract of association, division of income and expenses, shares of property in the association. Silent partnership agreement. Profit-sharing in a holding company.
11. Business intent and formation of the budget of a small enterprise. Criteria for selecting the location of the enterprise.
12. Business growth through diversification – case study. Phase of stabilisation of the enterprise. Determination of the significance of the symptoms of the crisis of the enterprise, the causes of the crisis - case studies. Crisis resolution options on the example of specific enterprises.
13. The dissolution of the enterprises with and without winding up – case studies. Unfair competition and restriction of competition – case studies.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 37

A	B	C	D	E	FX
18.92	40.54	16.22	13.51	5.41	5.41

**Lecturer:** Ing. Denisa Gajdová, PhD., doc. Ing. Mgr. Gabriela Dubcová, PhD., prof. Ing. Helena Majdúchová, CSc., Ing. Vladimír Hojdík, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blžtáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMO OF/OOB21143/21	<b>Title of course:</b> European Union (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 8	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 40% - participation in seminars, assignments (including semester coursework) and quizzes; 60% - final exam in writing.	
<b>Student workload:</b> Total study load: 208 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Individual preparation for seminars: 26 hours Team coordination and assignments: 52 hours Practical activities related to current developments (e.g. the Conference on the Future of Europe): 13 hours Preparation of semester coursework and its presentation: 13 hours Preparation for quizzes: 26 hours Preparation for the final exam: 13 hours	
<b>Teaching results:</b> Students will possess following abilities: - Knowledge of terminology and the idea of European integration; - Knowledge of the status, institutions and mechanisms of how the European Union works; - Knowledge of European Union enlargement and Brexit; Students will obtain following skills: - Understanding of the role of European integration in everyday life; - Use of open access sources of qualitative and quantitative data; - Enhanced argumentation skills based on understanding of European integration; Students will gain following competences: - Familiarity with relevant official documents of institutions on the national or international level; - Capability of creative and out-of-the-box thinking as well as perception of alternative scenarios of future developments in European integration; - Aptitude to pursue lifelong learning in terms of European integration as a prerequisite for further development of qualification.	
<b>Indicative content:</b>	

The course is oriented on mediating a primary insight into European integration to students in terms of its evolution, functioning, perspectives as well as related terminology, thus being a prerequisite for exploring this issue in a wider context.

**Support literature:**

Official sources from the European Union website <https://europa.eu/>

Up-to-date online sources related to European integration

LIPKOVÁ, Ľudmila a kol. 2011. Európska únia. Bratislava : Sprint dva, 2011. ISBN 978-80-89393-33-6.

ČIDEROVÁ, D. – KOSÍR, . – KOVAČEVIĆ, D. – LIBERČAN, A. – REPÁŠOVÁ, V. 2015.

Alternatívy vývoja európskej integrácie. Časť 2. Druhé, prepracované a doplnené vydanie.

Bratislava : Vydavateľstvo EKONÓM, 2015. 309 s. ISBN 978-80-225-4213-5.

ZÁBOJNÍK, Stanislav - ČIDEROVÁ, Denisa. Medzinárodný obchod - repetitórium. 1. vydanie.

Žilina : EDIS-vydavateľské centrum ŽU, 2020. 181 s. ISBN 978-80-554-1722-6.

FIALA, Petr - KRUTÍLEK, Ondřej - PITROVÁ, Markéta. Evropská unie. Recenzovali: Běla Plechanovová... [et al.]. 3. aktualizované, rozšířené a doplněné vydání. Brno : Centrum pro studium demokracie a kultury (CDK), 2018. ISBN 978-80-7325-450-6.

McCORMICK, John. 2021. Understanding the European Union. Macmillan International Higher Education Read more online at <http://www.macmillanihe.com/t/9781352011197>

**Syllabus:**

1. Introduction into terminology and the idea of European integration I. (theory)
2. Introduction into terminology and the idea of European integration II. (practice)
3. Status, institutions and mechanisms of the European Union I. (theory)
4. Status, institutions and mechanisms of the European Union II. (practice)
5. European integration as an economic project I. (Balassa, 1961, degrees 1 and 2)
6. European integration as an economic project II. (Balassa, 1961, degrees 3 and 4)
7. European integration in everyday life I. (theory)
8. European integration in everyday life II. (practice)
9. European integration as a political project
10. European Union enlargement I. (2004, 2007, 2013)
11. European Union enlargement II. (candidate and potential candidate countries)
12. Brexit
13. Alternative scenarios of future developments in European integration

**Language whose command is required to complete the course:**

English

**Notes:****Assessment of courses**

Total number of evaluated students: 19

A	B	C	D	E	FX
73.68	10.53	5.26	5.26	0.0	5.26

**Lecturer:** doc. Ing. Denisa Čiderová, PhD., MA

**Date of the latest change:** 09.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme prof. Ing. Soňa Ferencíková, CSc., Person responsible for the delivery, development and quality of the study programme doc. Mgr. Elena Kašťáková, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Zuzana Kittová, PhD., M.B.L.-HSG, Person responsible for the delivery, development and quality of the study

programme doc. Ing. Tomáš Výrost, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Stanislav Zábajník, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPF FPM/MME21016/21	<b>Title of course:</b> Financial Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % continuous completion of assignments, 20 % continuous written work, 70 % oral examination	
<b>Student workload:</b> 156 h (attendance at lectures 26 h, attendance at exercises 26 h, preparation for exercises 26 h, preparation for credit paper 26 h, preparation for exam 52 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"> <li>• A comprehensive view of the financial processes of a medium to large enterprise, starting with the formulation of financial strategy, through answering basic financial questions (how much capital, from where, where to allocate, how to distribute the financial result), to the resolution of selected financial transactions falling within the competence of the financial manager (internationalization of financial transactions, valuation of the enterprise, resolution of crisis situations).</li> </ul> Competence: <ul style="list-style-type: none"> <li>• Identify the basic policies forming part of the financial strategy of the enterprise, formulation and implementation of financial strategy in interaction with other functional strategies of the enterprise,</li> <li>• effectively manage the financial processes - from identifying the financial need, to obtaining the appropriate resource, to financial settlement when the resource is due,</li> <li>• critically evaluate the company's investment plans (in terms of financial implications) and propose an appropriate method of financing,</li> <li>• the ability to deploy appropriate financial tools in the strategic management of the business as well as in the management of day-to-day financial processes,</li> <li>• the ability to propose financial solutions, present and defend conclusions from financial analyses and subsequently contribute to financial decisions that stabilise the value of the business and ensure the sustainability of the business.</li> </ul> Skill: <ul style="list-style-type: none"> <li>• quantify the basic financial variables forming the financial manager's initial instrumentation,</li> <li>• perform basic financial analyses, focusing on the past and predicting the future, and translate the results into the financial planning process of the enterprise,</li> <li>• quantify the financial implications of selected financial decisions of the enterprise, in relation to the allocation of capital to the long-term and short-term assets of the enterprise,</li> <li>• prepare the enterprise for expansion or crisis/bankruptcy resolution,</li> </ul>	

- interpret the implications of management decisions on the financial position of the enterprise and effectively communicate the financial health of the enterprise to critical stakeholders.

**Indicative content:**

Thematic definition of lectures:

1. Financial management
2. Ownership and participation approach in the formulation of business and core financial objective of the enterprise
3. Basic bases of financial analysis of an enterprise
4. Financial planning
5. Financial market
6. Management of corporate capital
7. Intangible and tangible fixed assets
8. Investment decision-making and risk
9. Financial instruments and financial risk
10. Short-term (current) assets
11. Policy of distribution of net profit
12. Payment services and payment operations
13. Causes and forms of involvement of enterprises in international financial relations

Thematic definition of exercises:

1. Analysis of the current financial situation of the enterprise
2. Identification of background information for the purpose of financial strategy formulation
3. Analysis of the financial situation of the enterprise
4. Formulating the basis of the financial plan of the enterprise
5. Evaluation of the financial performance of the enterprise
6. Quantification of cost of equity
7. Capital structure modelling and EVA (economic value added)
8. Investment project preference assessment
9. Determination of return on equity and debt financial instrument
10. Portfolio investing
11. Management of receivables and their valuation
12. Cash and short-term liability management
13. Mergers and acquisitions

**Support literature:**

Basic literature:

1. ATRILL, Peter. Financial Management for Decision Makers. 9th edition. Harlow : Pearson, 2019. 736 s. ISBN 978-1-2923-1143-2.

Supplementary literature:

1. ARNOLD, Glen. Corporate Financial Management. 6th Edition. Harlow : Pearson Education Limited, 2019. 1128 s. ISBN 978-1-2921-4044-5.
2. GUSERL, Richard – PERNSTEINER, Helmut. Finanzmanagement. Grundlagen – Konzepte – Umsetzung. München : Gabler Verlag, 2011. 620 s. ISBN 978-3-8349-0278-8.
3. KRUSCHWITZ, Lutz – HUSMANN, Sven. Finanzierung und Investition. 6. Auflage. München : Oldenbourg Verlag, 2010. 528 s. ISBN 978-3-486-59100-2.
4. WATSON, Denzil. Corporate Finance: Principles and Practice. Harlow : Pearson, 2019. 520 s. ISBN 978-1-2922-4431-0.
5. ZANTOW, Roger. Finanzwirtschaft der Unternehmung. Grundlagen des modernen Finanzmanagements. 2. aktualisierte Ausgabe. München : Pearson Studium, 2007. 574 s. ISBN 978-3-8273-7278-9.

**Syllabus:**

Thematic definition of lectures:

1. Financial management - basic definition, essential knowledge and skills of a financial manager. Roles and activities of a financial manager. The position of financial management in the organisational structure of the company (taking into account size criteria, legal form of business). Impact of the macro- and micro-environment on financial management. Specific issues of financial management - agency, social responsibility and business sustainability.
2. Ownership and participation approach in the formulation of business and core financial objective of the enterprise. Sub-financial objectives. Financial strategy - nature, formulation and linkages to other functional strategies of the enterprise. Components of financial strategy - debt policy, credit policy, tax policy, liquidity policy, profit distribution policy, financial reporting policy.
3. Basic bases of financial analysis of an enterprise - information inputs and financial reporting, construction of financial ratios, interpretation of results. Trend, time and spatial (sectoral) analysis, pyramidal decompositions. Creditworthiness, bankruptcy and credit-bankruptcy models. Prediction of financial health of the enterprise by complex sets of indicators.
4. Financial planning - main tasks and principles, organisation of the planning process, link to financial analysis. Periodic and project planning. Basic outputs of long-term and short-term financial plan. Evaluation of financial performance of the enterprise - identification of the degree of financial health, financial sustainability and economic normal.
5. Financial market - the place of raising capital. Financial market segments - money, capital, foreign exchange, insurance, precious metals, derivatives. Financial market organiser and participants. Construction of the stock exchange index and its predictive value. Forms of corporate capital - own (external and internal sources), foreign (external and internal sources).
6. Management of corporate capital - quantification of the cost of own and foreign capital, determination of the cost of capital. Optimization of enterprise capital structure - initial assumptions, determinants and theoretical approaches - classical, traditional, Miller-Modigliani, trade-off theory and specific approaches. Agency linkage to the processes of optimization of the capital structure of the enterprise.
7. Intangible and tangible fixed assets - characteristics of investment decision-making and basic parameters of the investment project. Interactions between pairs of investment projects and possibilities of solving potential problems. The procedure of quantification of capital expenditures of the project, cash flows of the project. Static methods of investment projects preference evaluation. Dynamic methods of investment project preference assessment.
8. Investment decision-making and risk - technical (internal, external), commercial (internal, external) and financial risk. Application of the real options approach to long-term project decision-making. Impact of inflation on investment project parameters, implications for project preference assessment methods. Other specific methods of investment project preference assessment.
9. Financial instruments and financial risk - the content of financial investment from a time perspective, the portfolio of financial instruments and the motives for its formation, the definition of the vertices of the magic triangle of the financial investor. Procedures of quantification and forms of financial instrument profitability, financial instrument riskiness and financial instrument (financial market) liquidity. Optimisation of the process of portfolio value creation and management. Basic financial investment strategies.
10. Short-term (current) assets - structure and cycle, operating and cash cycle. The main methods of optimization of production inventories and products of the enterprise. Basic procedures of management of the enterprise's receivables. Models of optimization of prompt cash.
11. Policy of distribution of net profit - dividend policy of the enterprise, division of dividends by types and forms. Dividend and anti-dividend policy of the enterprise. Dividend neutrality policy.

Legislative and financial factors, objective and subjective factors determining the dividend policy of the enterprise.

12. Payment services and payment operations - choice of payment methods (forms) and instruments, payment system and payment service providers. Documentary payment instruments. Domestic and foreign payment operations. Bank guarantee, bill of exchange, cheque as components of payment instruments.

13. Causes and forms of involvement of enterprises in international financial relations. Motives leading to the decision to merge or acquire enterprises. Forms of mergers according to the production focus and ways of combining enterprises. Determination of expected merger outcomes and expected merger costs. Methods of financial settlement of merger by merger and merger by acquisition. Evaluation of merger results.

Thematic definition of exercises:

1. Analysis of the current financial situation of the enterprise - basic documentation (financial statements). Definition of interrelationships within the tribalance system. Identification of the business entity on the basis of selected financial and performance indicators. Horizontal and vertical analysis

2. Identification of background information for the purpose of financial strategy formulation. Interpretation of the intentions of selected businesses on the basis of published financial strategies. Approaches to the formulation of corporate financial objectives.

3. Analysis of the financial situation of the enterprise - financial ratios. Liquidity, activity, indebtedness, profitability and market value of the enterprise. Trend and time analysis of ratios. Identification of interrelationships of selected ratios.

4. Formulating the basis of the financial plan of the enterprise - forecasting the target values of qualitative and quantitative indicators. Integration of the impact of industry parameters on the outputs of the long-term financial plan.

5. Evaluation of the financial performance of the enterprise - identification of problems and inconsistencies between individual outputs of financial planning. Assessment of the quality of the financial plan - Altman Z-score, Creditworthiness Index, IN model, economic normal.

6. Quantification of cost of equity -  $\beta$ -factor approach, building block method, dividend approach. Quantification of cost of foreign capital - interest bearing and non-interest bearing capital. Impact of the interest tax shield on the cost of capital. Cost of capital in absolute and relative terms.

7. Capital structure modelling and EVA (economic value added). Approaches leading to the translation of capital structure determinants into cost of capital - financial leverage, cost of financial distress, agency costs. Point of indifference.

8. Investment project preference assessment - net present value, internal rate of return. Impact of inflation and risk on investment project parameters. Determination of the discount factor. Impact of financing methods on the efficiency of the investment project.

9. Determination of return on equity and debt financial instrument (income and capital return). Methods of assessing the riskiness of a financial instrument and the implications for the price of the financial instrument (issue, face, market, intrinsic, fair value).

10. Portfolio investing - process approach (steps). Portfolio performance evaluation, quantification of portfolio risk. Use of CAPM approaches in improving portfolio performance. Use of derivative instruments in portfolio value management.

11. Management of receivables and their valuation - determination of the procedure of decision making on granting trade credit. Evaluating the benefits of granting trade credit. Quantification of borrower credit default and impacts on receivable value.

12. Cash and short-term liability management - Baumol model, Miller-Orr model. Short-term investment parameters - yield, transaction costs, conversion time. Fixed and volatile liabilities, trade credit and APR (annual percentage rate of charge).

13. Mergers and acquisitions - determining the costs of the merger and the financial benefits to the parties to the transaction. Financial issues of dealing with the financial settlement of a merger. Presentation of the advantages and disadvantages of selected vertical, horizontal and conglomerate mergers.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 40

A	B	C	D	E	FX
40.0	15.0	17.5	7.5	12.5	7.5

**Lecturer:** Ing. Miroslav Kmeťko, PhD., prof. Ing. Peter Markovič, PhD., DBA, doc. Ing. Miloš Bikár, PhD., doc. RNDr. Zuzana Hajduová, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Applied Languages	
<b>Course code:</b> KNJ FAJ/VJD21103/22	<b>Title of course:</b> FL 1 - German and Slovak Studies for Advanced Students
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week: 2 Per course: 26</b> <b>Method of study:</b> present	
<b>Number of credits:</b> 3	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Independent work, other (state, what kind): examination Project (seminar paper) and its presentation – 40% Final examination – 60%	
<b>Student workload:</b> 26 hours – participation in seminars 20 hours – project preparation (seminar paper) 32 hours – preparation for the examination	
<b>Teaching results:</b> Language knowledge: To acquire basic knowledge about history, culture, politics, economy, demography, social and legal systems of Germany, Austria and Switzerland in comparison with Slovakia. Language skills: To acquire the ability to communicate about current topics in the German language. To understand longer professional texts with a complex structure. To be able to adequately express one's views on the professional, covered and current topics and clearly formulate ideas and attitudes. Language competences: After completing the course, to be able to communicate about professional topics in an international environment at an appropriate language level. To be able to apply the acquired professional and language knowledge and skills in specific communication situations.	
<b>Indicative content:</b> Indicative content: - Basic geographical and sociological information about German-speaking countries and Slovakia. - Slovakia and German-speaking countries in historical context. - Political systems in German-speaking countries. - Comparison of the Slovak political system with political systems of German-speaking countries. - The Judiciary and public administration in Slovakia and German-speaking countries. - National minorities and ethnic groups living in Slovakia and in the German language area. - Comparison of education systems in Slovakia, Germany, Austria and Switzerland. - Labour policy and social system in Slovakia and in the German language space. - The economy in German-speaking countries and in Slovakia. - International cooperation of Slovakia and German-speaking countries. - Media and their role in the area of international relations and international cooperation.	

Culture and art in Slovakia and in the German-speaking language space.

**Support literature:**

KUNOVSKÁ, I., KUCHAROVÁ, J. (2020): Ausgewählte Themen für den Landeskundeunterricht. Bratislava: Ekonóm, 176 s.

**Syllabus:**

**Language whose command is required to complete the course:**

German

**Notes:**

**Assessment of courses**

Total number of evaluated students: 33

A	B	C	D	E	FX
33.33	33.33	12.12	9.09	12.12	0.0

**Lecturer:** Christina Hintersteiner, B.A.

**Date of the latest change:** 14.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Ľubomír Čech, CSc.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KCR OF/OOG211016/22	<b>Title of course:</b> Hotel Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 4 <b>Per course:</b> 52 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 30% result in the online simulator CESIM 10% final report and its defense 60% written exam	
<b>Student workload:</b> Workload: 104 hours Attendance at seminars: 52 hours Work with the simulator outside the seminars: 13 hours Final report processing: 13 hours Preparation for the exam: 26 hours	
<b>Teaching results:</b> <b>Knowledge</b> By completing the course, the student will gain knowledge about the specifics of hotel management in simulated market conditions. <b>Competencies</b> Upon successful completion of the course, the student will acquire competencies that will enable him to apply as a manager in hotel-type companies. The graduate will be able to manage, plan and control the operation of the accommodation facility, coordinate all activities and be responsible for the proper and efficient operation. <b>Skills</b> Upon successful completion of the course, the student will acquire the managerial skills necessary for the performance of managerial activities in the conditions of teamwork. Promoting analytical thinking, a critical approach to error detection, and a constructive innovative approach in the development strategy of a simulated hotel.	
<b>Indicative content:</b> The course provides a summary of knowledge and skills needed for hotel management in terms of simulation of a particular hotel in a market environment with emphasis on hotel economics, marketing and human resources.	
<b>Support literature:</b> 1. O’FALLON, M. J., RUTHERFORD, D. G. 2010. Hotel Management and Operations. Jersey :	

- John Wiley and Sons Inc. 512 p. ISBN 978-0-470-17714-3.
2. BENHADDA, L. a kol. 2017. Modern Hotel Operations Management. Groningen : Noordhoff Uitgevers. 656 p. ISBN 90-018-7890-3.
3. HAYES, D. K., NINEMEIER, J. D., MILLER, A. 2016. Hotel Operations Management. New York : Pearson. 624 p. ISBN 978-0-134-33762-3.
4. ROBERTS, D. 2022. Hotel Revenue Management: The Post-Pandemic Evolution to Revenue Strategy. New Jersey : Business Expert Press. 146 p. ISBN 978-1-637-42191-8.
5. Cesim Hospitality Simulation User Manual. 2012. Dostupné na: <http://webd.savonia.fi/home/saselka/lataukset/cesimpelaaja.pdf>

**Syllabus:**

1. Retrospective view of the introduction of individual categories of accommodation facilities on the market and their management on the international and Slovak market.
2. Case study in the conditions of a specific hotel in the form of an online simulation - continuously throughout the semester - every week 2 hours.
3. Hotel KPIs - ADR, RevPAR, GOPPAR, OCC, EBITDA. International comparison.
4. Organization and management of the hotel according to the criteria of accommodation capacity and services provided.
5. Product in the hotel, basic and additional services, product management, quality management
6. Human resources. Personnel security of the system and subsystems in the hotel
7. Accommodation facility construction management, costs, depreciation
8. Hotel economics 1. Part - costs of operating services in the hotel, specifics of costs of individual services
9. Hotel economics Part 2 - revenues in the hotel, salaries and so-called unpaid services, creation of economic result. Economic aspects of individual services.
10. Price in hotel, Revenue management.
11. Hotel product distribution, direct and indirect distribution, online sales.
12. Detection of errors in the economics of the hotel, marketing management and human resources management of the simulated hotel with emphasis on the problematic GAPS that occurred during the solved period of the simulation
13. Critical evaluation of hotel economics, marketing management and human resources management of a simulated hotel

**Language whose command is required to complete the course:**

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Jozef Gáll, PhD., Ing. Ladislav Bažó, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Dana Benešová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Viera Kubičková, PhD., Person responsible for the delivery, development and quality of the study programme doc. RNDr. Kvetoslava Matlovičová, PhD., Person responsible for the delivery, development and quality of the study programme doc.

Ing. Anna Michalková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Monika Nadřová Krošláková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KSRaP NHF/ NNF21113/21	<b>Title of course:</b> Human Resource Development and Personnel Management
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Activity during seminars: 10 % Middle test: 10 % Semester work: 10 % Final test: 70 %	
<b>Student workload:</b>	
<b>Teaching results:</b> After this course, students will acquire the professional competencies in the field of personnel management and human resource management, they will learn to respect their principles and laws at all levels of society. They will also deepen their skills in the areas of management, leadership and coaching of organizations, self-organization and individual development. They will acquire the following professional competencies: <ol style="list-style-type: none"> <li>1. Will have an overview of theory of the personnel management and the human resources management and will be able to accurately use their categorical apparatus.</li> <li>2. Will be able to perceive the organization as a system with its own manifestations and rules that need to be respected.</li> <li>3. Will gain the ability to gain a deeper understanding of organizational culture, its impact on organizational development and change its quality.</li> <li>4. Will gain the ability to shape the internal environment of the organization in intentions of the learning organization, the knowledge organization and the creative organization.</li> <li>5. Will acquire basic and higher communication skills.</li> <li>6. Will be able to apply the main motivation principles to the motivation system of organization.</li> <li>7. Will manifest themselves in the work environment as leaders.</li> <li>8. Will have the ability to coach in both professional and private life.</li> <li>9. Will be able to create an evaluation system in organization.</li> <li>10. Will have the professional competencies in self management.</li> <li>11. Will be able to apply principles of the strategic management and the management of change directly in their work.</li> <li>12. They will be able to prepare a project and manage it.</li> </ol> They will increase the following knowledge:	

1. They will have an overview of the problems of theory in the field of personnel management and human resources management.
2. They will gain information about the functioning of the organization and its main components.
3. They will realize the importance of organizational culture and its role in achieving the progress of organization.
4. They will gain an overview of new forms of organization, which are the learning organization, the knowledge organization, the creative organization.
5. They will be able to apply the main principles of motivation in practice.
6. They will differentiate basic manifestations of management and leadership.
7. They will gain knowledge about coaching and its importance in professional and private life.
8. They will deeper perceive understanding of evaluation and its importance in achieving higher organizational performance.
9. They will gain an overview in processes of employment of people.
10. They will know the main principles of the strategic management and the change management.
11. They will be informed about the rules of writing a project.

They will gain the following skills:

1. They will increase their social skills in the field of the active listening, receiving and giving feedback, negotiation, leadership and coaching.
2. They will gain experience in problem solving, strategic analysis, change management and the creation of system of motivation and evaluation.
3. They will gain basic skills in writing projects.

**Indicative content:**

The aim of the course is for students to acquire professional competencies in the field of personnel management as well as human resources management and to learn to respect their main principles and laws at all levels of society. Also, to deepen their skills in the field of self-organization and individual development as well as in achieving the progress of organizations.

Students will gain the skills needed for managers, executives as well as human resources experts.

The individual professional competencies of this course are formed into roles, which are:

1. The role of personnel manager and human resources manager

Identification of personnel management and human resources management. Understanding their differences on a theoretical as well as a practical level.

2. The role of the manager.

Aimed at understanding the various components of the organization, which are: values, goals, structure, climate and environment. This role also includes knowledge of organizational culture and its typology.

3. The role of the rhetoric.

It represents basic interpersonal skills focused on the attributes of communication, verbal and nonverbal communication, active listening, feedback, effective and assertive communication.

4. The role of the negotiator.

It represents higher interpersonal abilities, which include negotiation, influencing, negotiation and its regularity.

5. The role of leader.

Differences in management of leader and manager. Conflict resolution in the workplace, characteristics of the social group and work team, stages of group development (chaotic stage, formal stage and developed stage).

6. The role of a coach.

Perception of coaching as a higher form of leadership. Coaching functions (counseling, mentoring, tutoring and confronting), coaching methods. Problem solving through coaching. Coaching yourself and others.

7. Human resource developer.

Analysis of strengths and weaknesses of personality. Positive acceptance of yourself and others. Knowledge of your own leadership style, its advantages and disadvantages. Effective time management and organization. Analysis of the potential of others. Identification of training needs for personal development.

8. The role of the motivator.

Selected theories of motivation. Maslow's hierarchy of needs, Alderfer's theory of needs, Herzberg's theory of needs, Expectation theory, McGregor's theory. Increasing motivation through project design.

9. The role of the evaluator.

Evaluation as a process. Evaluation criteria. Subjects, methods, principles of evaluation. Methods of work evaluation and assessment. Remuneration components. Employee benefits.

10. The role of strategist

Fundamentals of strategic management. The environment of the organization and its evaluation. Application of SWOT and STEEP analysis.

11. The role of the actor of change.

Perception of change, typology of changes. Elimination of resistance to change. Managing change through 5 steps: analysis of the forces leading to change, diagnosis of the problem, identification of methods of change, strategy of change, implementation and evaluation.

12. The role of the project manager.

Project and its form. Project life cycle stages. Project leader and his professional competencies. Logical framework of the project. Methods and forms of the project evaluation.

During the seminars, students solve practical tasks in which new methods of education are applied, such as case studies, role-playing, problem-solving exercises and they will gain basic skills in writing projects.

**Support literature:**

1. ARMSTRONG, M. 1989. Personnel and the Bottom Line. London: Institute of Personnel Management.
  2. ARMSTRONG, M, LONG. P. 1994. The reality of Strategic HRM. London: Institute of Personnel and Development.
  3. ARMSTRONG, M. 1996. A Handbook of Personnel Management Practice. Kogan Page Ltd.
  4. BONO, E. 1971. Lateral Thinking for Management, a Handbook. LTd St Ives ple set in Times, Penguin Books.
  5. BACH, S., EDWARDS, M. R. 2013. Managing Human Resources: Personnel Management in Transition, 4 th Edition. United States, Wiley. ISBN 13: 978-11199915335.
  6. GOWAN, M. 2020. Human Resource Management, E th Edition. Managing Employees for Competitive Advantage. Chicago: Chicago Business Press. ISBN 978-948426-08-4.
  7. DONNELLY, H., H., GIBSON, J. L., IVANCEVICH, J., M.: Fundamentals of Management. Richard D. Irwin, Inc. 1995.
- Materials from the lectures and seminars.

**Syllabus:**

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 31

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
80.65	0.0	0.0	12.9	3.23	0.0	3.23	0.0	0.0	0.0	0.0	0.0



**Lecturer:** doc. PhDr. Mária Antalová, PhD., doc. Ing. Silvia Šipikalová, PhD., doc. Ing. Eva Pongrácz, PhD., Ing. Michaela Milena Schubertová, PhD.

**Date of the latest change:** 07.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21041/21	<b>Title of course:</b> Human Resource Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KM FPM/MMB21040/21-Management (in English)	
<b>Requirements to complete the course:</b> 20 % continuous work on assignments, 20 % elaboration and presentation of the project, 60 % combined examination	
<b>Student workload:</b> 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, work on final project 32 h, preparation for exam 46 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"><li>• A comprehensive view of the human resource management system of an enterprise through its objectives, subjects and basic functions. Understanding the role of the human factor in ensuring the competitiveness of the enterprise with regard to the efficiency of the resources spent.</li></ul> Competence: <ul style="list-style-type: none"><li>• characterize the nature of the different phases of the employee life cycle in an enterprise,</li><li>• critically evaluate the level of use of human resource management tools with an impact on the achievement of corporate objectives,</li><li>• propose solutions in the field of HR policy, including the procedure for their implementation</li><li>• formulate recommendations to increase the efficiency of HR activities.</li></ul> Skill: <ul style="list-style-type: none"><li>• formulate human resource management objectives, develop staffing plans and formulate staffing programmes,</li><li>• use human resources management tools with regard to the specifics of the enterprise,</li><li>• analyse and evaluate the effectiveness of personnel measures,</li><li>• carry out basic analyses of compliance of human resources management with the current legislative regulations in this area.</li></ul>	
<b>Indicative content:</b> Thematic definition of lectures: <ol style="list-style-type: none"><li>1. HUMAN RESOURCE MANAGEMENT AND ITS PLACE IN THE MANAGEMENT OF THE ENTERPRISE</li><li>2. JOB ANALYSIS</li><li>3. JOB DESIGN</li></ol>	

4. PERSONNEL PLANNING
5. RECRUITMENT
6. EMPLOYEE SELECTION
7. STAFF ADAPTATION

**Support literature:**

1. DESSLER, Garry. Human Resources Management. 16th Edition. Pearson Higher Ed USA, 2019. 728s. ISBN 1292309121.
2. ULRICH, Dave – YOUNGER, Yon - BROCKBANK, Wayne – ULRICH, Mike. HR from the Outside In: Six Competencies for the Future of Human Resource. McGraw – Hill, 2012. 318s. ISBN 978-0-07-180266-6.
3. CASCIO, Wayne F. - BOURDEAU, John W. – FINK, Alexis A. Investing in people. Financial Impact of Human Resource Initiatives. 3rd Edition. Alexandria VA: Society for Human Resource Management, 2019. 428s. ISBN 9781586446093.
4. ADAMS, Lucy. HR disrupted: It's time for something different. GB: Practical Inspiration Publishing, 2017. 218s. ISBN 978-1-910056-50-9.

**Syllabus:**

Thematic definition of lectures:

**1. HUMAN RESOURCE MANAGEMENT AND ITS PLACE IN THE MANAGEMENT OF THE ENTERPRISE**

The role and objectives of human resource management in business management. Subjects of human resource management, the role of line managers in people management. External and internal environment of human resource management, the influence of the labour market, social and demographic environment on the formation of the personnel policy of the enterprise. Labour legislation. Content of human resource management, personnel functions and employee life cycle. Development and further direction of human resource management in the context of Industry 4.0.

**2. JOB ANALYSIS**

Defining the job and its internal structure. The relationship between the job and the job role. The process of job analysis. Identifying the need for job analysis. Methods of data collection. Sources of information for job analysis. Methods and process of job analysis. Outputs of job analysis - job description, specification of employee requirements, their form and content. Relationship of job analysis to other human resource management functions.

**3. JOB DESIGN**

Reasons for job design. Comparison of approaches to job design and job design (mechanical, motivational, ergonomic, perceptual) and their benefits. Job design programme. Characteristics of a motivating job, Hackman's and Oldham's models. Methods of job design. Job task rotation. Clustering of job tasks. Combining professions, functions and specialisations. Working in autonomous work teams. Implications with job dissatisfaction.

**4. PERSONNEL PLANNING**

The objective of human resource planning. Definition of personnel planning in its narrower and broader concepts. The process of personnel planning. Areas of personnel planning - planning the need of employees, planning the coverage of personnel needs, planning personnel development. Intuitive and quantitative methods of determining staffing needs. Assessment of staff movement. Balance and cascade methods. Planning of staffing activities. Substantive, temporal and local dimensions of personnel planning. Legislative framework for human resources planning. Current trends in personnel planning.

**5. RECRUITMENT**

Recruitment as part of staffing. The aim and conditions of recruitment. Recruitment strategy and process. Requirements for filling a vacancy. Sources of recruitment - internal and

external. Recruitment methods. The role of recruitment agencies in the recruitment process. Standardization of normative documents from applicants. Selection of applicants. Evaluation of the recruitment process. Pre-contractual relations, prohibition of discrimination in the recruitment process. Legislative framework of recruitment. Current trends in recruitment. Employer branding.

## 6. EMPLOYEE SELECTION

The aim of employee selection. Employee selection process, characteristics of its individual stages. Employee selection criteria - company-wide, departmental and job criteria. Staff selection process. Methods of staff selection. Selection interview. Types of selection interviews. Errors in conducting selection interviews. Methods of verifying work aptitude. Assessment centre. Psychological contract, its role and content. Legislative framework of staff selection.

## 7. STAFF ADAPTATION

Definition and role of employee adaptation in human resource management. Recruitment of employees. Employment contract. Employee adaptation process and its phases. Employee orientation and first contact with the company. Components of the adaptation process. Work adaptation. Social adaptation. Adaptation to the company culture. Forms of adaptation. Documents in the process of adaptation of employees. Individual adaptation programme. Company-wide adaptation. Departmental adaptation. Adaptation to the workplace. Pitfalls of the adaptation process. Education in the process of employee adaptation.

## 8. EMPLOYEE TRAINING

The role of employee training and its objectives. Definition of the content of the concepts of knowledge, competence, competences. Approaches of enterprises to employee training. Vocational training - training, retraining and retraining. Process of employee training. Training cycle and its activities. Identification of training needs. Training planning. Methods of staff training - on-the-job and off-the-job training. Action Learning. Feedback in employee training, evaluation of training effectiveness. Current trends in staff training.

## 9. EMPLOYEE DEVELOPMENT AND TALENT MANAGEMENT IN THE ENTERPRISE

Employee development objectives. Difference between training and employee development. Employee development process. Methods of employee development. The learning organisation. Current trends in employee development. Talent management. Definition of the concept of talent in human resource management. Employee performance and potential. Talent management process. Talent management tools. Identification of talent in the enterprise. Talent/potential grid. Talent development and talent stabilization in the enterprise.

## 10. PERFORMANCE MANAGEMENT AND EVALUATION

The importance of performance management. Definition of work performance and performance management system in an enterprise. Work performance, its components and measurement indicators. Performance agreement. Measures to improve productivity and quality. The process of employee performance appraisal. Functions of performance appraisal. Criteria and subjects of performance appraisal. Past and future oriented appraisal methods. Conduct of the appraisal interview and its conclusions. Forms of performance appraisal. Mistakes made by managers in the performance appraisal process.

## 11. EMPLOYEE REMUNERATION

Remuneration system. The principle of total remuneration and its structure. Salary and its role in the remuneration system. Structure of individual pay. Fixed and variable components of pay. Job evaluation. Discrimination in pay. Pay surveys. Tariff scales and setting of tariff wages. Wage supplements and benefits. Wage forms. Performance pay. Non-monetary remuneration. The role of benefits in the remuneration system. Social fund. Evaluation of the effectiveness of the remuneration system. Legislative regulation of remuneration. Difference in remuneration in the business sector and in the public and state sector.

## 12. WORKING CONDITIONS AND INDUSTRIAL RELATIONS

Work organisation and working conditions. Evolution of the organisation of work. The labour system. Basis for the development of the work system. Modern work systems. Employee care and quality of working life. Time condition of work, working time and its distribution. Non-standard working patterns. The concept of flexicurity. Work environment - physical and psychosocial working conditions. Health and safety at work. Industrial relations. Collective bargaining.

### 13. RELEASE OF STAFF

Termination situations. Methods of termination of employment - legal event, legal act. Termination and reasons for termination. Prohibition of termination, protection period. Immediate termination of employment. Termination of employment by agreement. Notice period. Release interview. Collective dismissal of employees. Legislative framework for termination of employment. Intra-corporate mobility. Retirement of employees. Employee exit management, outplacement programmes.

Thematic definition of exercises:

1. Introduction to human resource management. Evolution of human resource management in the context of management development. A systems approach to human resource management. The roles of HR departments and HR managers. Credit requirements, assignment of final projects.
2. Job analysis. Compiling a selected job description. Collecting data about the job. Working with questionnaires for job analysis. Drawing up a job description and specification of employee requirements. Presenting the outputs of the job analysis process.
3. Job design. Evaluating the designed job description using Hackman and Oldham's model. Application of job design methods. Redesign of the job design. Presentation and discussion of the results of the work.
4. Personnel planning. Methods of personnel planning, calculations on concrete examples and tasks. Preparation of the human resources balance sheet and staffing plan. Solving a case study - intra-enterprise mobility.
5. Recruitment. Discussion of recruitment sources and methods, their advantages and disadvantages. Advertising as a recruitment method. Evaluation of published advertisements in the press and on social networks. Formulating a job offer. Agencies in the recruitment process. Personnel leasing and the conditions of its application. Case study.
6. Selection of employees. Assessment centre. Methods of verifying work competences. Solving case studies. Preparing for a mock selection interview.
7. Selection of employees. Role play - simulation of the selection interview for the position of the CFO of the enterprise. Preparing for the interview, conducting the interview with selected candidates and evaluating the results. Communication of results to candidates, feedback to role-play participants.
8. Adaptation process of the new employee. Creation of an individual adaptation programme. Differences in the adaptation process of an employee from internal and external sources. Presentation and discussion of adaptation programs. The role of the HR department and the line manager in the process of work adaptation.
9. Staff training and development. Addressing the case study - Adults in school classrooms. Identifying gaps in corporate training and proposing solutions - group form. Training methods and their application to selected topics, discussion of advantages and disadvantages of each method. Coaching, practice of asking questions.
10. Performance evaluation. Simulation of the evaluation interview. Preparation for the interview, structure of the interview, rules of giving feedback. Design of a performance appraisal programme for a selected company - group work.
11. Remuneration of employees. Differences in monetary and non-monetary remuneration of employees. Case study - intangible remuneration. Proposal for the distribution of remuneration to employees - presentation and discussion of solutions.

12. Employee care and quality of working life. Working time conditions, equal and unequal distribution of working time. Breaks at work. Distance working.

13. Employee release. Group solution of the case study - design of the process of releasing employees in a selected enterprise. Discussion of the presented solutions. Outplacement. Overall evaluation of the course, awarding of points and feedback on the course.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 26

A	B	C	D	E	FX
26.92	19.23	19.23	3.85	15.38	15.38

**Lecturer:** doc. Ing. Jana Blštáková, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMr OF/OOA21293/21	<b>Title of course:</b> Internal and Human Resource Marketing
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10% continuous semester assessment 20% semester work 70% written exam	
<b>Student workload:</b> Workload: 130 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 13 hours Elaboration of a semester project: 13 hours Preparation for written verification of knowledge: 13 hours Preparation for the exam: 39 hours	
<b>Teaching results:</b> <p>Knowledge: by completing the course, students gain comprehensive knowledge of the current state of scientific cognition in the theory and practice of marketing within the company. They will get acquainted with individual concepts, goals, tools and activities of internal and HR marketing. They will acquire knowledge that will enable them to orient themselves in the broader context of marketing and management activities, personnel policy, internal communication and interpersonal relationships. They will come to understand the contribution of internal and HR marketing to the development of corporate culture, employee satisfaction and engagement, and to building the company's reputation as an employer.</p> <p>Skills: graduates of the course will learn to creatively develop a system of tools, procedures and metrics of internal and HR marketing in their interaction. They will become capable to identify, analyze and understand problems and phenomena in the labor market. They will become able to participate in projects and solve the practical dimension of marketing in the field of personnel work of the company. They can then initiate new procedures and approaches in shaping such an internal environment that will lead to improved overall performance and value of the company.</p> <p>Competences: by successfully completing the course, students will acquire professional competencies in the field of recruitment, motivation, education, development and management of employees so that they attain an orientation to the needs of an external customer and follow marketing principles within the company. They are able to manage the processes of change that</p>	

concerns intra-company and inter-company relations in connection with the development of the labor market. They will be able to design their own projects and take responsibility for competent solutions.

**Indicative content:**

Internal marketing as part of a holistic marketing concept. HR marketing as an integrated concept. 4P internal marketing mix. 4P human resources marketing mix. Basic areas of research in internal and HR marketing. Job as a product. Labor cost. Remuneration for work performance and employee motivation. Satisfaction with work and its measurement. Engagement theories. Acquisition of employees. Job seeker as an external customer. Internal work environment as a place of implementation of internal marketing. Employee as an internal customer. Personal development and profiling of employees. Mobility and orientation of employees. Employer brand building strategy. Effective internal communication, its forms, tools and channels. Internal marketing as an element of corporate culture. Information and communication technologies in internal and HR marketing.

**Support literature:**

1. Matušovičová, M., Pavliková, M. 2020. Manažment ľudských zdrojov. Bratislava: Vydavateľstvo EKONÓM.
2. Čihovská, V., Hvizdová, E., Matušovičová, M. 2014. Manažment ľudských zdrojov. Bratislava: Vydavateľstvo EKONÓM.
3. Hvizdová, E., Matušovičová, M. 2013. Manažment v podnikovej praxi. Bratislava: Vydavateľstvo EKONÓM.
4. Armstrong, M., Taylor, S. 2015. Řízení lidských zdrojů.. Praha: Grada Publishing.
5. Kotler, P., Wong, V., Saunders, J., Armstrong, G. 2007. Moderní marketing. Praha : Grada Publishing.

**Syllabus:**

1. Internal marketing and HR marketing. Internal marketing as part of a holistic marketing concept. HR marketing as an integrated concept. 4P internal marketing mix. 4P human resources marketing mix.
2. Basic areas of research in internal and HR marketing. Human resources department and its tasks. The importance and function of the HR department in marketing and management activities within the company.
3. Job as a product. Planning and creating the optimal structure of employees. Work analysis. Job design. Smart working.
4. Price of labor. Remuneration for work performance and employee motivation. Total reward. Current trends in providing employee benefits.
5. Satisfaction and commitment of employees. Satisfaction with work and its measurement. Engagement theories. The role of the leader.
6. Acquisition of employees. Labor market as a place of implementation of HR marketing. Recruitment and selection of employees. Job seeker as an external customer.
7. Employment relations and working conditions. Internal work environment as a place of implementation of internal marketing. Employee as an internal customer. Employee care.
8. Personal development and profiling of employees. The process of corporate education of employees and methods of education. Career management and talent management in the company. Age diversity in the workplace.
9. Mobility and orientation of employees. Staff deployment system. Work and social adaptation. Teamwork.
10. Employer brand building strategy. The process of building an employer's brand. Employer Value Offer (EVP) and brand activation.



11. Internal communication and internal PR. Effective internal communication, its forms, tools and channels.
12. Internal marketing as an element of corporate culture. The essence, features, manifestations and typology of corporate culture. Employees as bearers of the brand.
13. Information and communication technologies in internal and HR marketing. Digitalization of activities, social networks, online networking, gamification and augmented reality.

**Language whose command is required to complete the course:**

Slovak

**Notes:**

**Assessment of courses**

Total number of evaluated students: 85

A	B	C	D	E	FX
5.88	18.82	22.35	30.59	20.0	2.35

**Lecturer:** doc. Ing. Monika Matušovičová, PhD., Ing. Katarína Ožvoldová, PhD.

**Date of the latest change:** 23.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Baumöhl, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Naqibullah Daneshjo, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Ferdinand Daňo, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Peter Drábik, PhD., MSc., Person responsible for the delivery, development and quality of the study programme prof. Ing. Eva Hanuláková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KIM FPM/ MMA21015/21	<b>Title of course:</b> Information Technology Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KIM FPM/MMA21017/21-Business Informatics (in English) or KIM FPM/MMA21018/21-Business Information System (in English)	
<b>Requirements to complete the course:</b> 15 % continuous written work, 15 % presentation of seminar work, 70 % written examination	
<b>Student workload:</b> 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation for continuous written work 15 h, preparation for seminar work 10 h, preparation for examination 53 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• A comprehensive view of the IT infrastructure in the enterprise in relation to IT management processes implemented at individual levels of the enterprise in order to achieve strategic alignment of the IT area with the implemented business activities, taking into account the possibility of applying conceptual frameworks in the field of IT management based on standards or ISO standards for this area.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• understand the IT infrastructure of the enterprise in the context of the existing IT management system and the changing requirements responding to developments in the IT field, which fundamentally affect the IT management concepts used,</li> <li>• apply IT management best practices contained in IT management standards and ISO norms in order to achieve alignment of IT with business activities,</li> <li>• critically evaluate the effectiveness of implemented IT projects, used IT components and processes in the field of IT management in the short and long term as well as in terms of the benefits of this area to the achievement of established corporate objectives and the implementation of corporate strategy,</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• identify development trends in type application software,</li> <li>• understand the philosophy behind standardised frameworks and standards used in IT management,</li> <li>• apply recommended practices for the implementation of IT management processes,</li> <li>• evaluate the effectiveness of IT projects and the efficiency of IT operations,</li> <li>• generate master and movement data in an ERP system,</li> </ul>	

- work with accounting documents in the ERP system,
- independently implement complex financial, logistical, personnel transactions in the ERP system,
- create reports and partial and aggregated reports for individual corporate activities and corporate structures.

**Indicative content:**

Thematic definition of lectures:

1. Information technology and information systems in global contemporary business
2. IT infrastructure and new technologies, stages and drivers of IT infrastructure development, components of IT infrastructure
3. IT development trends related to economics, management and organization of the enterprise
4. IT Governance and IT Management
5. Core areas of IT Governance processes (according to COBIT)
6. System integration
7. Methodology of multidimensional IS/IT development
8. Methodology of multidimensional IS/IT management and development
9. Information systems, organisations and strategy
11. IS/IT outsourcing
12. IS/IT efficiency
13. IS/IT audit

Thematic definition of exercises:

1. Information technology in contemporary global business
2. Relationship between business processes and IT
3. The use of IS by different areas of the business and by different management groups and how they can be used to improve the performance of the organisation
4. Master data of the Logistics module with a focus on suppliers
5. Logistics module master data with a focus on customers
6. Asset, material procurement process (functionality in the Logistics modules)
7. Asset, material acquisition process (functionality in the area of financial modules)
8. Complex case study (modules in the logistics area)
9. Complex case study (modules in the financial area)
10. HR processes and their implementation in IS SAP R/3 environment
11. Case studies focused on the use of IT in the implementation of business processes
12. Case studies focused on IT management in business practice
13. Developments in SAP information systems

**Support literature:**

Basic literature:

1. LAUDON, Kenneth C. – LAUDON Jane Price. Management information systems : managing the digital firm. Fourteenth edition, global e. Boston : Pearson, 2016. 670 s. ISBN 9781292094007.

Supplementary literature:

1. BRADFORD, Marianne. Modern ERP: select, implement, and use today's advanced business systems. Raleigh : Lulu.com, 2015. 266 s. ISBN 978-1-312-66598-9.
2. GILALA, Godspower. Financial Accounting in Maritime with SAP FI/CO: SAP Consultant, STEP 1 with Certificate. Volume 1. Scotts Valley : CreateSpace Independent Publishing Platform, 2017. 84 s. ISBN 978-1-9792-3572-3.
3. MURRAY, Martin – KIMMATKAR, Sanil. Warehouse Management with SAP ERP: Functionality and Technical Configuration. Quincy : SAP PRESS, 2016. 666 s. ISBN 9781493213634.

4. OKUNGBOWA, Andrew. SAP ERP Financial Accounting and Controlling. Configuration and Use Management. New York : Apress, 2015. 596 s. ISBN 978-1-4842-0717-8.
5. SCHULZ, Olaf. Using SAP An Introduction for Beginners and Business Users. Quincy : SAP PRESS, 2017. 389 s. ISBN 1493214047.

**Syllabus:**

Thematic definition of lectures:

1. Information technology and information systems in global contemporary business. Application software, typical application solutions and their use in business practice. Enterprise application market with a focus on SAP R/3 solutions - development stages, module structure, industry solutions, process approach and process maps. SAP S/4 Hana.
2. IT infrastructure and new technologies, stages and drivers of IT infrastructure development, components of IT infrastructure. Application software development trends.
3. IT development trends related to economics, management and organization of the enterprise. Development trends in IT organisation and management. Challenges in IT infrastructure management, and management solutions. Ethical and social issues in enterprise IT solutions.
4. IT Governance and IT Management - basic definition and differences. IT Governance - structures, processes, control frameworks. Areas of focus for IT Governance - strategic alignment, risk management, resource management, value creation, performance management.
5. Core areas of IT Governance processes (according to COBIT) - alignment, planning and organising; building, sourcing and executing; delivery, service and support; monitoring, evaluation and assessment.
6. System integration - objectives, principles, effects, risks. Developmental stages of systems integration. Levels of system integration. Integration of IS/IT with business objectives and integration of IS/IT components. System integrator.
7. Methodology of multidimensional IS/IT development - user and problem solver perspectives. Solution dimensions - IS/IT development phases (IS/IT project life cycle), content and methodological and organizational dimensions.
8. Methodology of multidimensional IS/IT management and development - principles and models: business process management model, enterprise IS/IT management model, system integration model, IS/IT creation and further development model, enterprise information process management model (integrated IS/IT management system).
9. Information systems, organisations and strategy. Information strategy of the enterprise - conceptual model of creation of information strategy, structure of information strategy document.
10. Standards and norms in the field of IT Governance and IT Management - COBIT, ITIL v4 (IT Infrastructure Library), ISO/IEC 38500 International Standard for Corporate Governance of IT, ISO/IEC 20000 International Standard for IT Service Management.
11. IS/IT outsourcing - reasons for IS/IT outsourcing decisions, evolution of IS/IT outsourcing, taxonomy of models and methods of outsourcing decisions, partial or complex IS/IT outsourcing, IS/IT outsourcing project life cycle, stakeholders and IS/IT outsourcing decision criteria.
12. IS/IT efficiency. IS/IT expenditure - time, type and application considerations. Expenditure on outsourcing and in-house development. Benefits of IS/IT - financial, non-financial, measurable, non-measurable, etc. Benefit indicators, process of hardening non-measurable indicators into measurable ones.
13. IS/IT audit - specifics, approaches and aspects of IS/IT audit. IS/IT audit standards and methodologies. Types of IS/IT audit - IS/IT unit audit (links between enterprise strategy and IS/IT strategy, IS/IT unit policies and procedures, organisational structures at enterprise and IS/IT unit level, automated tools to support IS/IT management), IS/IT outsourcing audit, IS/IT operations audit (processes and services, elements of operations, life cycle stages of elements of operations).

Thematic definition of exercises:

1. Information technology in contemporary global business. The impact of IT on business and its importance for the implementation of business processes and business management. Application of individual topics on the example of SAP R/3 solution in individual functional areas of the enterprise and specific business processes. SAP R/3 user environment, solution architecture, organizational structures, basic principles of business scenario and its elements.
2. Relationship between business processes and IT. Management, organisational and technological components of IS as complementary assets necessary to ensure that information systems provide real value to organisations. Categories of data in SAP R/3 IS - master and movement data. Transactions with master data.
3. The use of IS by different areas of the business and by different management groups and how they can be used to improve the performance of the organisation. Support for document flow processes in the system. Methods of working with accounting documents in SAP R/3. Financial accounting. Mandatory parameters and the procedure of their entry.
4. Master data of the Logistics module with a focus on suppliers. Functionality of the Logistics and Financial Accounting modules in the Suppliers section with emphasis on creating master records, documents and links to other module transactions.
5. Logistics module master data with a focus on customers. Functionality of the Logistics and Financial Accounting modules in the Customers section with emphasis on creating master records, documents and links to other module transactions.
6. Asset, material procurement process (functionality in the Logistics modules) - solution of a complex business process in the IS SAP R/3 system, using several modules, with a focus on the process of capital asset procurement.
7. Asset, material acquisition process (functionality in the area of financial modules) - solution of the second part of the process of acquisition of fixed assets focused on transactions covering financial processes. Development of a process diagram consisting of transactions of modules from the logistics and financial area.
8. Complex case study (modules in the logistics area) - implementation of a complex case study focused on supplier relationships in IS SAP R/3. Design of a process diagram consisting of transactions in modules from the logistics and financial area.
9. Complex case study (modules in the financial area) - Implementation of a complex case study focused on transactions in the financial area in IS SAP R/3 (financial part). Creation of print reports.
10. HR processes and their implementation in IS SAP R/3 environment. Structure of the module, object concept of the module, system of organizing personnel data. Case study focused on working with personnel master data with emphasis on infotypes and their interconnection. Implementation of personnel measures.
11. Case studies focused on the use of IT in the implementation of business processes - case studies from individual areas of the enterprise.
12. Case studies focused on IT management in business practice. Presentations of case studies and students' seminar papers.
13. Developments in SAP information systems - data processing, in-memory processes, key benefits of in-memory technology, SAP Hana in-memory database, in-memory in data management and big data. Continuous assessment - verification of knowledge and skills acquired during the semester.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 108

A	B	C	D	E	FX
47.22	16.67	20.37	10.19	3.7	1.85

**Lecturer:** doc. Ing. Vladimír Bolek, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of International Relations	
<b>Course code:</b> KMEVaHD FMV/ VVA22023/22	<b>Title of course:</b> International Financial Institutions and International Financial Relations (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 4 <b>Per course:</b> 26 / 52 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> The final grade is based on continuous control of the study during the teaching part of the semester and the final written exam as follows: 40% of the overall assessment of the subject consists of continuous control during the study (active attendance on seminars 10%, semester presentation 15%, case study 15%). The final evaluation is in the form of a written exam (60% of the total evaluation of the course).	
<b>Student workload:</b> Attendance on lectures 26 h, attendance on seminars 52 h, preparation for seminars 10 h, preparation of presentation 8 h, elaboration of case study 8 h, preparation for exam 52 h.	
<b>Teaching results:</b> The main objectives of the course can be defined as follows: - to discuss the reasons for the establishment and existence of international monetary and financial institutions now and in the future, explain the operations of these institutions, explain the reasons for the World Bank Group, IMF, International Development Banks, ECB and other institutions and discuss Slovakia's integration into international monetary and financial institutions, analyze the role and prospects of IFIs during the crisis - analysis of international financial and monetary relations with emphasis on financing international trade. Knowledge and understanding: to understand the functioning of the international monetary system and the role and position of international financial institutions. By completing the course, students gain an overview of the functioning of international payments, the importance of INCOTERMS for international trade finance, an overview of documentary means of payment and their application in international trade, practical skills using a documentary letter of credit, including the development of a complex business case. Competence: understanding, formulation and analysis of the functioning of international financial institutions and international financial relations, selection of a suitable payment term and risk mitigation in international trade, detection of the threat of misuse of international trade for money laundering and terrorist financing. Practical skills: application of acquired theoretical knowledge in practice in formulating the practical significance of international financial institutions with special regard to financial crisis	

management. By completing the course, the student gains practical experience with the use of a bill of exchange, documentary letter of credit and a bank guarantee and acquires the competencies of the right choice of payment terms and trade finance.

After successful completion of this course, students will be able to:

- identify and analyze the main areas of activity of international financial institutions
- formulate measures to improve the functioning of these organizations
- understand the role of international institutions in solving global problems
- understand the functioning of the international monetary system and international trade finance.

**Indicative content:**

Development of the international monetary system. International Monetary Fund. World Bank Group.

Regional development banks. Bank for International Settlements. European Monetary Integration, European Central Bank. Basic characteristics of international trade finance. Payment terms, risk elimination, INCOTERMS delivery terms. Non-documentary means of payment. Documentary payment and guarantees. Financing and lending in international trade. Money laundering and terrorist financing. Innovation in international financial relations.

**Support literature:**

BAKER, A.F.P.: International Financial Institutions, Longham, London, 1996.

GRATH, A.: The Handbook of International Trade and Finance, Kogan Page Ltd., London. 2016.

VREELAND, J.R.: The International Monetary Fund. Politics of Conditional Lendings. Taylor & Francis, Abingdon, Oxfordshire, 2007.

LESSAMBO F.I.: International Financial Institutions and Their Challenges. Palgrave Macmillan, New York. 2015.

2020 ICC Global Survey on Trade Finance: Securing future growth. ICC. Paris. 2021

World Payments Report 2021. Capgemini Research Institute. 2021

The Uniform Customs and Practice for Documentary Credits (UCP600). International Chamber of Commerce. Paris. 2007.

INCOTERMS 2020. International Chamber of Commerce. Paris 2020

Act no. 492/2009 Coll. Payment Services Act

Act no. 483/2001 Coll. Banking Act

Act no. 191/1950 Coll. Bill of exchange and check law

Websites of international financial institutions

**Syllabus:**

The course deals with the development of the international monetary system, the solution of the post-war organization of the international monetary system and the establishment of the IMF and the World Bank. It explains the position and functions of these institutions, their lending and development activities. It explains the reasons for the creation, function and position of regional development banks. It analyzes the European monetary system and the activities of the ECB. He deals with the financing of international trade.

1. Development of the international monetary system. Definition of the international monetary system. The gold standard and the interwar period. Bretton Woods system. The collapse of the Bretton Woods system. Exchange rate regimes.

2. International Monetary Fund. Basic facts. Goals. SR and IMF. IMF lending activity. Financial crises and the role of the IMF in resolving them. The future of the IMF.

3. World Bank Group. Basic facts. Goals. World Bank institutions - IBRD, IFC, IDA, MIGA. SR and the World Bank. Activities of the World Bank and its institutions.

4. Regional development banks. European Bank for Reconstruction and Development. Asian Development Bank. New development bank. Asian Infrastructure Investment Bank. Islamic



Development Bank. Inter - American Development Bank. African Development Bank Basic facts. Goals. Examples of projects.

5. Bank for International Settlements. Basic facts. Goals. Basel principles and their importance in the regulation of the banking sector.

6. European Monetary Integration, European Central Bank. European Investment Bank. History and stages of EMU. Convergence criteria. The euro and its benefits. European System of Central Banks. Eurosystem. ECB, EIB - basic facts, goals, tasks.

7. Basic characteristics of international trade finance. Basic starting points for the implementation of international trade finance. Subjects. SWIFT and its importance for international financial relations. The role of banks and financial institutions in the international trade.

8. Payment terms, risk elimination, INCOTERMS delivery terms. Definition of payment terms. Definition of risks and possibilities of their elimination. Delivery terms and their role in international trade financing.

9. Non-documentary means of payment. Bills of Exchange. Institutional and legislative preconditions for the implementation of international payments. Definition of non - documentary payment instruments. TARGET and SEPA and their role in the international payment system. Bills of exchange and their role in international financial relations.

10. Documentary payment and guarantees. Documentary letter of credit as the most important tool of business financing. Practical use. Types of letters of credit. The role of documentary collection. Individual types of bank guarantees and their use.

11. Financing and lending in international trade. Definition of financial instruments. Financial analysis as a basic starting point for financing. Characteristics of individual types of loans and instruments of short-term (letters of credit, commodity finance, factoring), medium and long-term financing (export financing, forfeiting and leasing)

12. Money laundering and terrorist financing. Definitions. International initiatives in the fight against money laundering and terrorist financing. The role of the FATF and other international institutions. Legislation governing this area - EU Directives.

13. Innovation in international financial relations. Innovation in international payments - instant payments within SEPA and SWIFT. Innovation in International Trade - Trade Service Utilities (TSU). Bank payment obligation

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 26

A	B	C	D	E	FX
53.85	42.31	0.0	0.0	0.0	3.85

**Lecturer:** Dr. habil. Ing. Eva Jančíková, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Ľubomír Čech, CSc.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava					
<b>Faculty:</b> Faculty of Commerce					
<b>Course code:</b> KMO OF/OOB21401/22		<b>Title of course:</b> International Business (in English)			
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present					
<b>Number of credits:</b> 5					
<b>Recommended semester/trimester of study:</b> 5.					
<b>Degree of study:</b> I.					
<b>Prerequisites:</b>					
<b>Requirements to complete the course:</b>					
<b>Student workload:</b>					
<b>Teaching results:</b>					
<b>Indicative content:</b>					
<b>Support literature:</b>					
<b>Syllabus:</b>					
<b>Language whose command is required to complete the course:</b>					
<b>Notes:</b>					
<b>Assessment of courses</b> Total number of evaluated students: 5					
A	B	C	D	E	FX
0.0	20.0	60.0	0.0	20.0	0.0
<b>Lecturer:</b> doc. Ing. Stanislav Zábojník, PhD., Ing. Daniel Krajčík, PhD.					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Baumöhl, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Naqibullah Daneshjo, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Ferdinand Daňo, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Peter Drábik, PhD., MSc., Person responsible for the delivery, development and quality of the study programme prof. Ing. Eva Hanuláková, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMO OF/VOB22186/22	<b>Title of course:</b> International Business (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b>	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> <ul style="list-style-type: none"> <li>• 10% - active participation within seminars</li> <li>• 15% - semester work and its presentation</li> <li>• 15% - seminar test</li> <li>• 60% - final exam</li> </ul>	
<b>Student workload:</b> Total: study load 6 credits x 26 h = 156 hours Separate study load for individual educational activities: Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 26 hours Semester work (written): 26 hours Preparation for the final exam: 52 hours	
<b>Teaching results:</b> Students will possess following abilities: <ul style="list-style-type: none"> <li>- understanding the genesis and nature of the key theoretical framework of international trade,</li> <li>- basic terminology and connections between concepts in the field of foreign trade, international trade and international business,</li> <li>- territorial and commodity (sectoral) structure of international trade,</li> <li>- definition and development trends in the field of foreign direct investment, international economic integration, foreign trade policy, payment instruments within international trade and the specifics of international transportation,</li> <li>- current state, structure and problematic aspects of foreign trade of the Slovak Republic and foreign market expansion modes for the Slovak entrepreneur.</li> </ul> Students will obtain following skills: <ul style="list-style-type: none"> <li>- identification of basic platforms, publicly available databases and different classifications for international trade and foreign direct investment reporting,</li> <li>- to orientate in the competencies, goals, mission and basic bodies of institutions operating in international trade,</li> <li>- critical evaluation of sources and studies (domestic and foreign), processing of comprehensive analytical material in the field of foreign trade and presentation of the results,</li> </ul>	

- orientation in possible barriers to import and forms of export subsidies of a Slovak entrepreneur. Students will gain following competences:
- orientation in the basic databases of international trade statistics (Eurostat, UNCTAD, WTO, etc.) as well as basic analytical materials in the field,
- the ability to independently name and design a suitable method of entry of companies into foreign markets, depending on the location of production and capital intensity,
- defining possible barriers to entry mode onto foreign markets and opportunities to support exporters,
- communication and presentation of own thematic analytical study in the field of international trade.

**Indicative content:**

Theoretical introduction and explanation of basic framework and issues of international trade. Territorial structure and current trends in the development of international trade. Trade creating and averting effects of economic integration. The position of foreign trade policy in the economic policy of the state and its instruments. Forms of penetration into foreign markets from the point of view of the entrepreneur. Fundamentals of international financing and payment instruments. Logistics in international trade. Participation in foreign trade, institutional support of company exports. The company's competitiveness in foreign trade and its position within global value chains.

**Support literature:**

ZÁBOJNÍK, Stanislav, Denisa ČIDEROVÁ a Daniel KRAJČÍK. Competitiveness in International Business. Praha: Wolters Kluwer ČR, 2020, [298 s.]. ISBN 978-80-7676-006-6.

HILL, Ch. International Business. Competing in the Global Marketplace. McGraw-Hill Education Ltd. ISBN: 91805748121-29744088, 2020.

KRUGMAN, R. Paul - OBSTFELD, Maurice - MELITZ, J. Marc. International trade: Theory and policy. Pearson Education Limited, 2018.

Články

ZÁBOJNÍK, Stanislav - BOROVSÁ, Zuzana. Competitiveness of the Slovak Republic as a Determinant of Its Success in Third Country Markets. In Globalization and its Socio-Economic Consequences 2020. International Scientific Conference. Globalization and Its Socio-Economic Consequences 2020 : The 20th International Scientific Conference. - Žilina : Žilinská univerzita v Žiline, 2021. ISSN 2261-2424, pp. [1-10] online. VEGA 1/0777/20.

ZÁBOJNÍK, Stanislav a HRIČOVSKÝ Mária. Foreign trade bans against Russia and its consequences. Globalization and its socio-economic consequences: proceedings: 17th international scientific conference: 4th – 5th october 2017, Rajecke Teplice, Slovak Republic: part I. - VI. Žilina: University of Žilina, 2017, , 3022-3029. ISBN 978-80-8154-212-1.

ZÁBOJNÍK, Stanislav. Analysis of the contemporary trends in the development of Chinese FDIs in CEE16 countries. Globalization and its socio-economic consequences. International scientific conference. Globalization and its socio-economic consequences : proceedings : 16th international scientific conference : 5th – 6th october 2016, Rajecke Teplice, Slovak Republic : part I. - V. - Žilina : University of Žilina, 2016. ISBN 978-80-8154-191-9, s. 2448-2456 CD-ROM. VEGA 1/0550/14 (2014 - 2016).

**Syllabus:**

1. Globalization of international business. International trade - theoretical background.
2. Foreign trade functions. International trade - territorial and commodity structure, current development trends, position of European exporters.
3. The institutional framework for international trade (GATT, WTO), the relationship between openness of the economy and economic growth.
4. Foreign trade policy. Definition, types, historical development. EU instruments and common commercial policy. Consequences for a Slovak businessman.

5. Regional economic integration. Theoretical definition, forms and effects. Current developments and relationship to the competitiveness of economies and companies.
6. Entry modes to foreign markets from the entrepreneur's point of view. International trade operations.
7. Balance of payments and foreign trade. Payment instruments in international trade from the perspective of the entrepreneur.
8. International transport and international logistics.
9. Foreign trade of the Slovak Republic, export competitiveness of Slovak exporters. Status, specifics and role of export policy.
10. Institutional export support in the Slovak Republic.
11. Participation of Slovak companies in global value chains and the place of foreign trade in the knowledge economy.
12. Competitiveness of the company in foreign trade and major determinants.
13. Simulation of import and export business case for the entrepreneur.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 26

The subject evaluation will be shown after the subject is included in a particular curriculum.

**Lecturer:** doc. Ing. Stanislav Zábojník, PhD., Ing. Daniel Krajčík, PhD.

**Date of the latest change:** 08.02.2023

**Approved by:**

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMO OF/OOB21126/21	<b>Title of course:</b> International Business Strategy (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 7	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20% active participation and case study discussions 20% seminar paper 60% final exam	
<b>Student workload:</b> Total: study load 7 credits x 26 hours = 182 hours Separate study load for individual educational activities: Participation - lectures: 26 hours Participation - seminars: 26 hours Preparation for seminars: 30 hours Seminar paperwork: 30 hours Preparation for final exam: 70 hours	
<b>Teaching results:</b> Students will possess following abilities: - to understand latest trends in internationalization and globalization of business environment and their impact on management of international companies, - to understand the basic fundamentals of international success: strategic capability, partnership capability, staffing capability, learning capability and organizational capability, - to understand how to use research methods for identifying best practices significant for managing international companies. Students will obtain following skills: - to apply best practices from the course in decision-making process of international companies, - to apply problem-solving procedures in international companies, to evaluate the strategy and applied management tools and their accuracy in real cases, - to choose right methods for evaluating and choosing their strategic partners, - to judge the best ways for managing international staff in real cases and to get the ideas for creation of knowledge management systems in the companies, - to apply selected research methods at their work. Students will gain following competences:	

- critical and analytical thinking related the right choice of foreign market, suitable method of foreign market entry, option of a suitable strategy and fitting management tools for an international success,
- diagnostic and systematic thinking when evaluating each step of internationalization and ways how progress including the potential contribution of strategic partners and international staff,
- creative thinking, creation of the paper based on the right research method, its discussion and defense within the study group, and in discussion with the course teacher.
- readiness for discussion, correct and factual argumentation, presentation of the results of own research or project within the seminar work, its defense in a discussion with the teacher and colleagues in their own study group

**Indicative content:**

International business strategy and foreign direct investment in era of globalization. Changing pattern of FDI in 21st century. Managing international strategic partnerships, alliances, joint ventures, mergers and acquisitions. International human resource management as a success factor of international companies. Knowledge from internationalization processes and its management in international companies. Changes in international business strategy and management of the companies in post-covid era.

**Support literature:**

CULLEN, John, B. – PARBOTEEAH, Praveen, K. *Multinational Management: A Strategic Approach*. 7ed. Mason, Ohio: South-Western 2017, ISBN-13: 978-1285094946

HILL, Charles. *International Business: Competing in the Global Market Place*. 13th ed. Mc Graw-Hill, 2020 (selected chapters), ISBN-13: 978-1260262582.

Articles

SCHUH, Arnold. Investment Attractiveness of Central and Eastern Europe for Western Multinational Firms in the Post-COVID-19 Era. *COVID – 19 and International Business – Change of Era*. Edited by Marinov, M., Marinova, S. Routledge 2021, pp. 339 - 348

ANDERSEN et al. (FERENČÍKOVÁ, Soňa – co-author). Careers in Context: An International Study of Career Goals as Mesostructure between Societies' Career-Related Human Potential and Proactive Career Behaviour. In *Human Resource Management Journal*. - Chichester: Wiley-Blackwell. ISSN 1748-8583, 2020, vol. 30, no. 3, pp. 365-391 online.

FERENČÍKOVÁ, Soňa. - HLUŠKOVÁ, Tatiana: Internationalization of Central and Eastern European companies: theory and its implications in the Slovak IT sector in: *Journal of Eastern European Management Studies*. Regensburg: University of Regensburg, 2015, Vol. 20, No. 4, pp. 415-434, ISSN 0949-6181

FERENČÍKOVÁ, Soňa. Internationalization of small and medium-sized enterprises from Central and Eastern Europe: a theoretical framework, In: *Journal of Eastern European and Central Asian Research*. - Minnesota: The IEECA Press, 2018, Vol. 5, No. 2, pp. 1-10- ISSN 2328-8272

FERENČÍKOVÁ, Soňa - FERENČÍKOVÁ, Soňa, Jr. Outward Investment Flows and the Development Path: The Case of Slovakia. In *Eastern European Economics*. - London: Taylor & Francis. ISSN 0012-8775, 2012, vol. 50, no. 2, pp. 91–118 online.

DOW, Douglas - FERENČÍKOVÁ, Soňa. More than just national cultural distance: testing new distance scales on FDI in Slovakia. In *International Business Review*. - Amsterdam: Elsevier, 2010. ISSN 0969-5931, February 2010, vol. 19, no. 1, s. 46-58.

FERENČÍKOVÁ, Soňa - SCHUH, Arnold. Regionalization in Central and Eastern Europe: a discussion of strategic and organizational aspects of its implementation. In *Ekonomický časopis Bratislava: Slovak Academic Press*. ISSN 0013-3035, 2003, roč. 51, č. 5, s. 592-611.

FERENČÍKOVÁ, Soňa: Transition at Whirlpool-Tatramat: From Joint Venture to Acquisitions. *Transnational Corporations, UN/UNCTAD Switzerland*, 2002, Vol.11, N.5, pp. 69 – 97, ISSN 1014-9562

SMITH, Adrian - FERENČÍKOVÁ, Soňa. Inward Investment, Regional Transformations and Uneven Development in Eastern and Central Europe: Enterprise Case-Studies from Slovakia. In European Urban and Regional Studies. - London: Sage Publications Ltd. ISSN 1461-7145, 1998, vol. 5, no. 2, pp. 155-173.

**Syllabus:**

1. VUCA world, internationalization, pandemic, globotics, digitalization: the implications for foreign-invested companies.
2. Trends in international business strategies: selected attitudes and dimensions.
3. Regionalization and Central and Eastern Europe in strategies of multinational corporations.
4. International strategic partnerships: alliances and joint ventures.
5. Critical issues of managing strategic partnerships.
6. International strategic partnerships: cross-border mergers and acquisitions.
7. Critical issues of managing cross-border mergers and acquisitions.
8. Due diligence in preparation of cross-border mergers and acquisitions.
9. Valuation and best practices from cross-border mergers and acquisitions.
10. International staffing: expatriation and localization in post-covid era.
11. Motivation and performance management in international context.
12. Talent and career management in multinational corporations.
13. International strategy of a selected Slovak company: lessons learned.

**Language whose command is required to complete the course:**

Slovak, English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 12

A	B	C	D	E	FX
33.33	16.67	41.67	8.33	0.0	0.0

**Lecturer:** prof. Ing. Soňa Ferenčíková, PhD., Ing. Daniel Krajčík, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme prof. Ing. Soňa Ferenčíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Mgr. Elena Kašťáková, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Zuzana Kittová, PhD., M.B.L.-HSG, Person responsible for the delivery, development and quality of the study programme doc. Ing. Paula Puškárová, DiS. art., PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Tomáš Výrost, PhD.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava					
<b>Faculty:</b> Faculty of Commerce					
<b>Course code:</b> KMO OF/OOB21145/21		<b>Title of course:</b> International Business (in English)			
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 4 <b>Per course:</b> 26 / 52 <b>Method of study:</b> present					
<b>Number of credits:</b> 8					
<b>Recommended semester/trimester of study:</b> 3.					
<b>Degree of study:</b> I.					
<b>Prerequisites:</b>					
<b>Requirements to complete the course:</b>					
<b>Student workload:</b>					
<b>Teaching results:</b>					
<b>Indicative content:</b>					
<b>Support literature:</b>					
<b>Syllabus:</b>					
<b>Language whose command is required to complete the course:</b>					
<b>Notes:</b>					
<b>Assessment of courses</b> Total number of evaluated students: 26					
A	B	C	D	E	FX
26.92	30.77	34.62	3.85	0.0	3.85
<b>Lecturer:</b> doc. Ing. Stanislav Zábojník, PhD., Ing. Daniel Krajčík, PhD., Ing. Matúš Žatko, PhD.					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme prof. Ing. Soňa Ferencíková, CSc., Person responsible for the delivery, development and quality of the study programme doc. Mgr. Elena Kašťáková, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Zuzana Kittová, PhD., M.B.L.-HSG, Person responsible for the delivery, development and quality of the study programme doc. Ing. Tomáš Výrost, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Stanislav Zábojník, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21031/21	<b>Title of course:</b> International Management and Business (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KM FPM/MMB21040/21-Management (in English)	
<b>Requirements to complete the course:</b> 40 % core module assignments 60 % final exam (written exam)	
<b>Student workload:</b> 156 h (lectures participation: 26 h, seminars participation: 26 h, seminar's preparation: 26 h, assignment's elaboration: 26 h, final exam preparation: 52 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"> <li>• A comprehensive view of international business and the specifics of management in the international environment, gaining a knowledge of the various forms and entry mode strategies into foreign markets, getting an overview of the management specifics of internationally active companies with regard to current trends</li> </ul> Competence: <ul style="list-style-type: none"> <li>• effective use of essential information on the globalization and internationalization of business,</li> <li>• critically evaluate the impact, impact and effects of globalization and internationalization processes on business,</li> <li>• characterize the essence and evaluate individual forms of entry into foreign markets,</li> <li>• propose the solutions and to define conclusions or recommendations on solved topics related to the company's entry into foreign markets.</li> </ul> Skill: <ul style="list-style-type: none"> <li>• interpret the specifics of the management of international companies on a comprehensive scale, including through individual functional areas,</li> <li>• analyze foreign markets and their attractiveness and suitability for business,</li> <li>• perform analysis and synthesis, comparing and understanding basic global processes and their impact on business and the economy,</li> <li>• strengthen cultural intelligence by understanding the impact of culture on international business, trade and management on an international scale.</li> </ul>	
<b>Indicative content:</b> Thematic definition of lectures: <ol style="list-style-type: none"> <li>1. Introduction into international management and international business</li> <li>2. Globalization and local adaptation</li> </ol>	

3. Decision-making about internationalization
4. Entry strategies and entry modes
5. Exporting
6. Licensing and franchising
7. Joint Ventures and Strategic Alliances
8. Wholly owned subsidiaries
9. Multinational Enterprises
10. Culture impact on international management
11. The impact of internationalization on marketing activities.
12. Ethics, corporate social responsibility and sustainability
13. Global business in the world and in Slovakia

Thematic definition of seminars:

1. Introduction into international management and international business
2. Globalization and local adaptation
3. Decision-making about internationalization
4. Entry strategies and entry modes
5. Exporting
6. Licensing and franchising
7. Joint Ventures and Strategic Alliances
8. Wholly owned subsidiaries.
9. Multinational Enterprises
10. Culture impact on international management
11. Ethical Business and Corporate Social Responsibility
12. Global business in the world and in Slovakia
13. International trade and entrepreneurship in the world and in Slovakia

### **Support literature:**

Basic literature:

1. HILL, Charles W. L. International Business. Competing in the Global Marketplace. Global Edition. New York : Mc Graw-Hill, 2014. 747 s. ISBN 978-0-0771-6358-7.

Supplementary literature:

1. THEODORE Levitt: Globalization of Markets. Online: <https://hbr.org/1983/05/the-globalization-of-markets>
2. KEEGAN, Warren. J. Global marketing management. The European Perspectives. Harlow : Pearson Education, 2001. 739 p. ISBN 978-0-13-841826-1.
3. BRADLEY, Frank. International marketing strategy. Fifth edition. Essex : Pearson Education Limited, 2005. 438 p. ISBN 978-0-273-68688-8.
4. DUNNING, John H. – LUNDAN, Sarianna. M. Multinational enterprises and the global Economy. Second Edition. Cheltenham : Edward Edgar Publishing, 2008. 920 p. ISBN 978-1-84376-525-7.
5. GILLEPSIE, Kate – HENNESSE, David H. Global Marketing. KY : South-Western Cengage Learning, 2008. 608 p. ISBN 978-1-4390-3943-4.
6. HOLLENSSEN, Svend Global marketing. A decision-oriented Approach. Fifth Edition. New York : Prentice Hall. 2011. 800 p. ISBN 978-0-273-72622-7.
7. RUGMAN Alan M. – COLLINSON Simon. International Business. Sixth Edition. London: Pearson Education, 2012. 800 p. ISBN 978-0-273-76097-9.

### **Syllabus:**

Thematic definition of lectures:

1. Introduction into international management and international business - Introduction to the content and structure of the subject, forms and methods of teaching. History and present of

international business and trade. International management – theoretical background, definition and position in today's world.

2. Globalization and local adaptation - theoretical foundations, factors, impacts, advantages and disadvantages of globalization on business. Globalization of markets, globalization of production. Basic theories of internationalization of business, obstacles and supporting tools of internationalization. Local adaptation - the essence, importance and significance in the global business world.

3. Decision-making about internationalization - decision-making for and against internationalization, strategic steps of companies in foreign markets. Market selection analysis – selection of attractive markets, PEST analysis and its modifications. Methods of selecting attractive foreign markets (traditional and online modern tools).

4. Entry strategies and entry modes – theoretical background - theoretical background, essence and entry forms. Classification of forms of entry into foreign markets. International strategies of companies from around the world (ways in which companies internationalize in foreign markets – best practice of American, Chinese, Israeli and Scandinavian companies).

5. Exporting - definition, background and development of export. Export in the European Union and in Slovakia. Forms of export. Pro-export policy of the Slovak Republic and export support. Exporters of Slovak Republic. The impact of exports on the global economy. Export structure, current examples and statistics.

6. Licensing and franchising - nature and meaning of licenses, effects of licenses, classification of licenses, types of licenses. Franchising as an effective form of entry into foreign markets - the essence, importance, contracting parties, international franchising agreement, types of franchising, franchising as a tool of internationalization. Fundamental steps in the case of building a franchise network and selecting franchisees.

7. Joint Ventures and Strategic Alliances - Joint Venture, strategic alliances - definition, classification, nature and functioning of cooperative forms of entry, differences between JV and strategic alliance. The process of creating forms of cooperation in foreign markets. Basic JV models and their definition.

8. Wholly owned subsidiaries. (Greenfield projects, M&A) - Subsidiaries abroad - foreign direct investment (Greenfield, brownfield), acquisitions and mergers. Classification, advantages and disadvantages. The process of establishing foreign subsidiaries abroad, the acquisition process. Acquisition strategies. Acquisition of culture. Examples from practice and various industries. Examples of success and failure - investing in a green field vs. acquisitions.

9. Multinational Enterprises – definition, essence and meaning of MNC. Classification, development and current position of MNC in the global world. Positive and negative impacts of the MNC on the economy, businesses and individuals. The future of multinational enterprises. Examples from practice (positive vs. negative). Multinationality criteria (qualitative, quantitative). Perlmutter's concept of multinational business management.

10. Culture impact on international management – culture and its impact on management, aspects and components of culture. Cultural specifics (Eastern vs. Western cultures). Dimensions of culture according to G. Hofstede. GLOBE project and cultural clusters and dimensions. Understanding cultural nuances. Development of intercultural competence. The influence of culture on business management (management of multicultural teams, communication with the global customer, the existence of the company in the international space).

11. The impact of internationalization on marketing activities. Building a global brand – specifics of MNC management in the field of marketing, marketing strategies and global brand building. Specifics of marketing within international companies. Brand building, targeting and positioning in a global world.

12. Ethics, corporate social responsibility and sustainability- ethical issues in global business. Ethical dilemmas. Strategies for building corporate social responsibilities activities, the

importance and essence of CSR, sustainability and ethical behavior as a new value in building the mission of business in today's global world.

13. Global business in the world and in Slovakia – impacts, positives and consequences of international trade on economies. Examples of good practice from the Slovak and global environment. Social, economic, environmental and value impacts of global trade on countries, businesses and individuals.

Thematic definition of seminars:

1. Introduction into international management and international business - Discussion on the topic: What are the effects of globalization on business and the individual? (Application of critical thinking). Case study focused on building a global business (Coca-coca, Ikea, and Apple). Elaboration of an essay on the topic: “Evaluation impacts of the COVID-19 epidemic in my home country.”

2. Globalization and local adaptation - Local Adaptation - Homework Discussion: Essay. Case study: internationalization of business: ESET – IT company. Walmart. Starbucks. Discussion: How important is local adaptation in today global world?

3. Decision-making about internationalization - case studies: Asos.com, Martinus.sk. Discussion on the possibilities of internationalization of business within Europe. Identification of attractive business markets based on the application of selected criteria of selection analysis.

4. Entry strategies and entry modes – theoretical background - presentations of attractive markets of countries based on selected criteria (completion of the task from the 3rd week). Discussion on the appropriateness of choosing forms of entry into foreign markets based on of specific cases of companies. Failure cases (incorrect form of entering a foreign market) and identifying the causes of failure.

5. Exporting - case study: Export of Slovak products to selected foreign markets. Analysis of exports and export policy of a selected country within the EU, discussion of the advantages and disadvantages of exports as a form of entry into foreign markets.

6. Licensing and franchising - case studies focused on franchising: McDonald’s. Fornetti Slovakia. Comparison of franchising concepts in practice (teamwork: comparison of two real franchising concepts, with a subsequent discussion focused on justifying the choice of a more attractive concept in the conditions of the Slovak Republic).

7. Joint Ventures and Strategic Alliances - case studies focused on acquisitions and mergers: Case study: Company growth through international acquisition. Case Study: Walt Disney Acquisition Strategy.

8. Wholly owned subsidiaries. (Greenfield projects, M&A) - Subsidiaries abroad - case studies focused on building investments in a green field: Automotive industry in the Slovak Republic. Summary case study (teamwork): Selection of a suitable form of entry for Slovak startups (team presentation and discussion).

9. Multinational Enterprises - Discussion on the topic: Positives and negatives of the existence and functioning of multinational societies in today's global world. Case studies focused on building multinational companies: Nintendo - a company that likes to play. Procter & Gambler - success in the sign of consumer goods (development of business models Canvas for companies).

10. Culture impact on international management – The impact of culture on international management - case studies on the impact of culture on management and business: Marketing tools in Muslim countries. Tang instant drink in foreign markets. Diesel – how to create marketing with passion.

11. Ethical Business and Corporate Social Responsibility - case Studies: Who Makes Apple iPhone? Patagonia as an example of ethical business. Discussion about ethical production in the textile and clothing industry: Who made my clothes?

12. Global business in the world and in Slovakia- discussion topic: Present and future of global business. New trends and tools that affect business. Examples of good practice from around the

world - successful global companies and their story. (Team assignment and brief presentation taking into account the identification of key strategic steps that guaranteed success).

13. International trade and entrepreneurship in the world and in Slovakia - discussion on the topic. New trends and tools affecting business. Examples of good practice from around the world - successful global businesses and their story. (team assignment and brief presentation with a view to identifying key strategic steps that have guaranteed success).

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 22

A	B	C	D	E	FX
27.27	54.55	4.55	4.55	0.0	9.09

**Lecturer:** Ing. Katarína Procházková, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMO OF/OOB21126/21	<b>Title of course:</b> International Business Strategy (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 7	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20% active participation and case study discussions 20% seminar paper 60% final exam	
<b>Student workload:</b> Total: study load 7 credits x 26 hours = 182 hours Separate study load for individual educational activities: Participation - lectures: 26 hours Participation - seminars: 26 hours Preparation for seminars: 30 hours Seminar paperwork: 30 hours Preparation for final exam: 70 hours	
<b>Teaching results:</b> Students will possess following abilities: - to understand latest trends in internationalization and globalization of business environment and their impact on management of international companies, - to understand the basic fundamentals of international success: strategic capability, partnership capability, staffing capability, learning capability and organizational capability, - to understand how to use research methods for identifying best practices significant for managing international companies. Students will obtain following skills: - to apply best practices from the course in decision-making process of international companies, - to apply problem-solving procedures in international companies, to evaluate the strategy and applied management tools and their accuracy in real cases, - to choose right methods for evaluating and choosing their strategic partners, - to judge the best ways for managing international staff in real cases and to get the ideas for creation of knowledge management systems in the companies, - to apply selected research methods at their work. Students will gain following competences:	

- critical and analytical thinking related the right choice of foreign market, suitable method of foreign market entry, option of a suitable strategy and fitting management tools for an international success,
- diagnostic and systematic thinking when evaluating each step of internationalization and ways how progress including the potential contribution of strategic partners and international staff,
- creative thinking, creation of the paper based on the right research method, its discussion and defense within the study group, and in discussion with the course teacher.
- readiness for discussion, correct and factual argumentation, presentation of the results of own research or project within the seminar work, its defense in a discussion with the teacher and colleagues in their own study group

**Indicative content:**

International business strategy and foreign direct investment in era of globalization. Changing pattern of FDI in 21st century. Managing international strategic partnerships, alliances, joint ventures, mergers and acquisitions. International human resource management as a success factor of international companies. Knowledge from internationalization processes and its management in international companies. Changes in international business strategy and management of the companies in post-covid era.

**Support literature:**

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FERENČÍKOVÁ, Soňa - FERENČÍKOVÁ, Soňa, Jr. Outward Investment Flows and the Development Path: The Case of Slovakia. In *Eastern European Economics*. - London: Taylor & Francis. ISSN 0012-8775, 2012, vol. 50, no. 2, pp. 91–118 online.

DOW, Douglas - FERENČÍKOVÁ, Soňa. More than just national cultural distance: testing new distance scales on FDI in Slovakia. In *International Business Review*. - Amsterdam: Elsevier, 2010. ISSN 0969-5931, February 2010, vol. 19, no. 1, s. 46-58.

FERENČÍKOVÁ, Soňa - SCHUH, Arnold. Regionalization in Central and Eastern Europe: a discussion of strategic and organizational aspects of its implementation. In *Ekonomický časopis Bratislava: Slovak Academic Press*. ISSN 0013-3035, 2003, roč. 51, č. 5, s. 592-611.

FERENČÍKOVÁ, Soňa: Transition at Whirlpool-Tatramat: From Joint Venture to Acquisitions. *Transnational Corporations, UN/UNCTAD Switzerland*, 2002, Vol.11, N.5, pp. 69 – 97, ISSN 1014-9562



SMITH, Adrian - FERENČÍKOVÁ, Soňa. Inward Investment, Regional Transformations and Uneven Development in Eastern and Central Europe: Enterprise Case-Studies from Slovakia. In European Urban and Regional Studies. - London: Sage Publications Ltd. ISSN 1461-7145, 1998, vol. 5, no. 2, pp. 155-173.

**Syllabus:**

1. VUCA world, internationalization, pandemic, globotics, digitalization: the implications for foreign-invested companies.
2. Trends in international business strategies: selected attitudes and dimensions.
3. Regionalization and Central and Eastern Europe in strategies of multinational corporations.
4. International strategic partnerships: alliances and joint ventures.
5. Critical issues of managing strategic partnerships.
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7. Critical issues of managing cross-border mergers and acquisitions.
8. Due diligence in preparation of cross-border mergers and acquisitions.
9. Valuation and best practices from cross-border mergers and acquisitions.
10. International staffing: expatriation and localization in post-covid era.
11. Motivation and performance management in international context.
12. Talent and career management in multinational corporations.
13. International strategy of a selected Slovak company: lessons learned.

**Language whose command is required to complete the course:**

Slovak, English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 12

A	B	C	D	E	FX
33.33	16.67	41.67	8.33	0.0	0.0

**Lecturer:** prof. Ing. Soňa Ferenčíková, PhD., Ing. Daniel Krajčík, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme prof. Ing. Soňa Ferenčíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Mgr. Elena Kašťáková, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Zuzana Kittová, PhD., M.B.L.-HSG, Person responsible for the delivery, development and quality of the study programme doc. Ing. Paula Puškárová, DiS. art., PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Tomáš Výrost, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of International Relations	
<b>Course code:</b> KMPV FMV/ VVB22010/22	<b>Title of course:</b> International Political Relations 2 (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> The final grade is based on continuous control of study during the entire semester as well as on oral exam as follows: 40% continuous control of study (attendance 10%, activity/control questions 10%, and presentation on selected topics 20%). Final examination – oral exam (60% of the total course evaluation)	
<b>Student workload:</b> participation in lectures 26 hours, participation in seminars 26 hours, preparation for seminars 13 hours, preparation of a semestral project 13 hours, preparation for the exam 78 hours	
<b>Teaching results:</b> The aim of this course is to acquaint students with the contemporary theory of international relations and its application in analyzing and interpreting the state and tendencies of the development of world politics. Another aims are to explain the basic problems of the current world politics, the main actors and the factors that affect it. An important aspect is to understand the state and trends of global policy development, the ability to analyze actors' activities and issues in current international political relations. In this case, the given course contributes to the extension of students' knowledge in international economic relations and economic diplomacy. <b>Knowledge:</b> to learn the current stage of the development of international political relations, world politics as the core of the current international political relations; to get acquainted with the main actors of the current world politics, the basic regions influencing the current world politics as well as with selected processes in the current world politics and the ability of critical evaluation. <b>Competences:</b> to understand the political specifics within the international environment and the ability to identify the key features of world politics and to determine the specifics of their development. <b>Skills:</b> to be knowledgeable, analyze and work with relevant literature sources, the ability to deal with the key thesis of current international relations as well as the ability of critical evaluation. <b>Completing this course each student would:</b> -recognize, identify and understand the key concepts and terms connected with the development of political international relations -be able to identify the main political powers, their development and their influence on the international processes in past as well as in present.	

- learn political specifics of decisive world powers and another countries, which play a key role in the formation of international relations.
- read comprehensively; analyze and evaluate the relevant reference books critically;
- learn to discuss critically the current topics related to international processes.

**Indicative content:**

Basic features and trends in current international relations by the end of bipolarity. US foreign policy. European Union as a global player. Foreign policy of Russia. Development of Central Asia after the disintegration of the USSR. Western Balkans and the disintegration of Yugoslavia. Position of China in the world politics and its current regional and global policy. Foreign policy of Japan. India as regional and global player. Cooperation of Southeast Asian countries. ASEAN. Middle East. Political development in Latin America. Development of Africa in post-colonial period and in present.

**Support literature:**

FRIEDEN, J. A., LAKE, D. A.: World Politics: Interests, Interactions, Institutions. W. W. Norton & Company, New York, 2021.  
 HEYWOOD, A.: Global Politics. Springer, New York, 2016.  
 JOHNSON, P.: Modern Times Revised Edition: The World from the Twenties to the Nineties. Harper Perennial Modern Classics, New York, 2001.  
 PEVEHOUSE, J. C. W., GOLDSTEIN, J. S.: International Relations, New York, Pearsons, 2016.

**Syllabus:**

1. Basic features and trends in current international relations by the end of bipolarity. Theory of international relations and basic features of current international relations. State and trends of development of international relations at the beginning of 21st century.
2. US foreign policy. Development of the US foreign policy and international relations. Its specifics during Cold War and after the disintegration of bipolarity. Relations with Russia and China in the 21st century.
3. European Union as a global player. Brief overview of the European integration after the establishment of the European Union – milestones of development of the EU. Characteristics of foreign and security policy. Current security problems of the EU.
4. Foreign policy of Russia. Development of foreign policy and international relations of Russia after the end of Cold War. Disintegration of the Soviet Union and the end of bipolarity. Russian foreign policy in the 21st century.
5. Development of Central Asia after the disintegration of the USSR. Development and characteristics of each countries of the given region. Current situation in the region and the politics of world powers.
6. Western Balkans and the disintegration of Yugoslavia. The process of disintegration of Greater Yugoslavia. Its history and development after the end of bipolarity, and its international political context and consequences. Current problems and integration ambitions in the region.
7. Position of China in the world politics and its current regional and global policy. Brief history and political system of China. Current problems related to China and its foreign policy in the 21st century.
8. Foreign policy of Japan. Brief history and political system of Japan. Formation its foreign policy and the current relations to world powers as well as to another countries within the region.
9. India as regional and global player. Brief history and characteristics of development of the Indian political system. Phases of Indian foreign policy up to the present with regard to its relations to main players of world politics.
10. Cooperation of Southeast Asian countries. ASEAN. Characteristics of Southeast Asian countries. Brief history of the region. Current goals of ASEAN and its relations to the third parties.

11. Middle East. Definition of Middle East as the region of world politics. Israeli-Palestinian conflict and all current conflicts in Middle East.

12. Political development in Latin America. Characteristics of Latin America as a region of world politics. The most important countries of Latin America. Current socio-economic, political and security issues in Latin America.

13. Development of Africa in post-colonial period and in present. Development of Africa after the disintegration of bipolar organization of international relations in world politics. Integration tendencies in Africa. Selected current political issues in Africa.

**Language whose command is required to complete the course:**

English language

**Notes:**

**Assessment of courses**

Total number of evaluated students: 4

A	B	C	D	E	FX
50.0	50.0	0.0	0.0	0.0	0.0

**Lecturer:** PhDr. Peter Csányi, PhD., doc. PhDr. Rudolf Kucharčík, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Ľubomír Čech, CSc.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21037/21	<b>Title of course:</b> Intercultural Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21029/21-Personnel Management (in English) or KM FPM/MMB21041/21-Human Resource Management (in English)	
<b>Requirements to complete the course:</b> 40 % continuous written work, 60 % combined exam	
<b>Student workload:</b> 130 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for credit paper 13 h, preparation for exam 39 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• A comprehensive view of the company and its economic processes by which the manager is able to discover, identify, analyze, evaluate and communicate the cultural context of the entire company in an international environment thanks to its readiness to implement alternative management solutions.</li> <li>• To increase the competitiveness of business activities and value relationships of human capital by going beyond a strict paradigm, which includes not only economic evaluation but also the social basis of managerial decision-making.</li> <li>• Understand the current consequences of globalization in a changing European and global social situation.</li> <li>• Go interdisciplinary and complementary from theoretical definitions and reflections, through the interpretation of existing research to the reflection of Slovak managerial practice.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• Effectively develop cultural and economic thinking that works in socio-historical contexts and understands culture as an endless, effective and repeatable process of solving current socio-economic situations in an intercultural context.</li> <li>• Make effective use of the dimensional approach of cultural paradoxes addressed by businesses and social institutions around the world.</li> <li>• Make effective use of the reconciliation process, which teaches students the ability to identify conflicting views, attitudes and thoughts, search for causes and constantly seek economically viable solutions.</li> <li>• Design solutions and defend conclusions or recommendations to increase the efficiency of business activities.</li> </ul>	

**Skill:**

- Analyze the cultural and socio-economic processes taking place in the current stage of migration and inclusion.
- Acquire and develop intercultural communication competence, which forms the core of the skills of active managers not only in a multicultural business environment, but is currently a necessary condition for employment in the local labor market.
- Interpret the cultural specifics of business entities.
- Critically evaluate the possibilities of choosing a corporate culture.
- Perform basic corporate analysis in the field of corporate culture.

**Indicative content:**

Thematic definition of lectures:

1. Introduction to intercultural management.
2. Intercultural social environment of the manager.
3. Intercultural values.
4. Understanding the role of culture in management.
5. Strategy and intercultural management.
6. Human resources management and intercultural management.
7. Organizational structures and intercultural management.
8. Knowledge management and intercultural management.
9. Culture-driven intelligence of a manager.
10. Manager and cultural meetings.
11. Study of cultural differences for managerial purposes.
12. Well-being and intercultural surveys around the world.
13. Interdisciplinarity of intercultural management.

Thematic definition of exercises:

1. Introduction to the course.
2. Global manager environment.
3. Hofstede's cultural context.
4. Trompenaars' cultural context.
5. Strategy and intercultural management.
6. Human resources management and intercultural management.
7. Organizational structure and intercultural management.
8. Expatriate management and intercultural management.
9. Motivation and leadership.
10. Managers and cultural meetings.
11. Integration project.
12. Presentation of seminar papers I.
13. Presentation of seminar papers II.

**Support literature:**

Basic literature:

1. HOFSTEDE, Geert. Cultures and Organizations. Software of the Mind. Intercultural cooperation and its importance for survival. London : McGraw-Hill, 2010. 549 p. ISBN 978-0-07-166418-9.
2. HAMPDEN-TURNER, Charles M. - TROMPENAARS, Fons. Building Cross-Cultural Competence: How to Create Wealth from Conflicting Values. Yale: Yale University Press, 2000. ProQuest Ebook Central, <http://ebookcentral.proquest.com/lib/euba/ebooks/detail.action?docID=3420235>.
3. JACOB, Nina. Intercultural Management. Londov : Kogan Page Ltd. 2003. 256 s. ISBN 0-7494-3582-8.

4. HOFSTEDE, Geert. Culture's Consequences. Beverly Hills : Sage, 2003. 616 s. ISBN 0803973241.
  5. TROMPENAARS, Fons - TURNER Charles. H. Riding the Waves of Culture. London : John Murray Press, 2020. 432 s. ISBN 9781529346183.
  6. ADLER, Nancy J. International Dimensions of Organizational Behaviour. South-Western : Thomson Learning, 2002. 398 p. ISBN 978-0324360745.
- Supplementary literature:
1. BARMEYER, Christopher – FRANKLIN, Peter. Intercultural Management: A Case-Based Approach to Achieving Complementarity and Synergy. London: Red Globe Press, 2016. 360 p. ISBN 978-1137027375.
  2. DERESKY, Helen. International Management: Managing Across Borders and Cultures, (9th edition). London: Pearson, 2017. 504 s. ISBN 9781292153537.
  3. HILL, Charles W. L. International Business: Competing in the Global Marketplace (8th ed.). New York : McGraw-Hill, 2012. 747 s. ISBN 9780077140656.
  4. BARLETT, Christopher - GHOSHAL, Sumantra. Managing Across Borders: The Transnational Solution. Brighton : Harvard Business School Press, 2002. 416 s. ISBN 978-1578517077.
  5. DUNNING, John H. Multinational Enterprises and the Global Economy (2nd ed.). Boston : Addison-Wesley, 2008. 960 s. ISBN 978 1 84376 525 7.
  6. GHEMAWAT, Pankaj. World 3.0: Global Prosperity and How to Achieve It. Brighton : Harvard Business School Publishing, 2011. 400 s. ISBN 978-1422138649.
  7. GHEMAWAT, Pankaj. Redefining Global Strategy: Crossing Border in a World Where Differences Still Matter. Brighton : Harvard Business School Publishing, 2007. ISBN 9781591398660.
  8. JONES, Geoffrey. Multinationals and Global Capitalism. Oxford : Oxford University Press, 2005. 352 p. ISBN 9780199272105.
  9. PENG, Mike W. Global Business. 2nd Edition. Boston : South Western Cengage Learning, 2011. 656 p. ISBN 978-1305500891.
  10. VERBEKE, Alain. International Business Strategy. Cambridge : Cambridge University, 2009. 611 s. ISBN 1107683092.

### **Syllabus:**

Thematic definition of lectures:

Week 1:

Introduction to intercultural management. Concepts of cultural management. Theoretical foundations of intercultural management. Models of intercultural management. Rules of social interaction in management. Culture as mental programming. Cultural relativism. Layers of culture. Culture change: processes change, values remain. Causes of diversity and changes in culture. Differences in national cultures of management, national cultures or national institutions. Dimensions of cultures and classification of national cultures. Organizational cultures.

Week 2:

Intercultural social environment of the manager. Assessment of the political, economic, legal and technological culture. Interdependence management: social responsibility, ethics, sustainability. Global business environment. The role of a global manager. Global e-business. From CSR to shared value. Ethics in the use of technology. Managing the interdependence between the subsidiary and the host country. Environmental dependency and sustainability management. Implementation of sustainability strategies. Digitization, artificial intelligence and intercultural management.

Week 3:

Intercultural values. Hofstede cultural context. Assertiveness. Orientation to the future. Performance orientation. Human orientation. Cultural groups. Hofstede's value dimensions of society: performance distance, avoiding uncertainty, individualism, masculinity, long-

term orientation. Critical differences in value: time, change, material factors, individualism. Internet and culture. Developing cultural profiles. How can an international manager with an individualistic ideology manage a foreign company in a collectivist society?

Week 4:

Understanding the role of culture in management. Cultural context of Trompenaars. Universalism versus specificity. Duty. Neutral versus affective. Emotional orientation in relationships. Protection of personal data in relations. Success versus expectation. Source of power and status. Consequences or cause. Cultural and managerial styles around the world. Research results and personal observations to create a design / portrait of a character (cultural profile) that can help anticipate how to motivate people and coordinate work processes in a specific intercultural context.

Week 5:

Strategy and intercultural management. Intercultural negotiations and decision - making. Comparison of cultural profiles. Context in negotiations. Developing cultural sensitivity. Creating cultural codes. Selective transmission of information. The influence of culture on decision making. Timing and planning. The influence of culture on strategic decisions. Cultural influences on strategic implementation. The devil is in the details: what happens when a business "marriage" concluded in ideal technical (hard side) conditions gets into unexpected problems (soft side), such as cultural conflicts and government restrictions.

Week 6:

Human resources management and intercultural management. Recruitment and selection of employees in the intercultural environment - sending employees abroad. Expatriates and performance management. Performance of intercultural teams. Education and development of expatriates. Trainings of intercultural communication competencies. Remuneration of expatriates. Career development of expatriates. The role of spouses and families in the professional career and personal life of an expatriate. The return of expatriates to their home culture. Transfer of knowledge to expatriates. Model of the role of a woman in an intercultural environment. Hierarchy of needs in an intercultural context. Intercultural research and leadership.

Week 7:

Organizational structures and intercultural management. Integrated global structures. The organization is global, acting at the local level. Teams as a global-local structure. Choice of organizational form. Change and design. Organizational arrangement variables. Acceptance of experience versus rigidity. Conscience versus unreliability. Extrovert versus introvert. Neuroticism versus emotional stability. Order. Authoritarianism. Personal need for results. Alienation. Metaphors of organizational structures in intercultural management: gardens, bouquets and flowers (macro, mezzo, micro).

Week 8:

Knowledge management and intercultural management. Knowledge management and intercultural management. Integration and benefits from the experience and skills that employees learn. Repatriation managers from the host country. Tools and methods. Roles and responsibilities. Partnership, governance, leadership. Legislative framework for knowledge management. Main principles. Resource requirements. Monitoring, evaluation, use. Obstacles in the implementation of knowledge management. Sustainability of the knowledge management system.

Week 9:

Culture-driven intelligence of a manager. Cultural intelligence (CI). Cultural Intelligence Quotient (CIQ). Determination, knowledge, strategy, action. Confidence and ability to work within culture. Thinking about thinking. "I think I can do it." Cultural intelligence in practice. The future of cultural intelligence. Differences in cultural intelligence compared to other



intelligences. Cognition. Meta knowledge. Self-efficacy. Principles of cultural intelligence. Cultural, intercultural, intracultural, multicultural.

Week 10:

Manager and cultural meetings. Language and humor. Ethnocentrism and xenophilia. Intercultural negotiations. Multinational business corporations. Coordination of multinational companies: the structure must be guided by culture. Marketing, advertising and consumer behavior. International politics and meetings at the international level. Economic development without development and development cooperation. Approaches in teaching intercultural management. Cultural convergence and divergence.

Week 11:

Study of cultural differences for managerial purposes. Measurability of values. Use of correlations. IBM research replication. Chinese Value Orientation Survey. Verification of the country's culture score by another indicator. Country scores and personality scores: reasons for stereotyping also in management. Extension of the Hofstede dimension model: Minkov's survey of value rankings in the world. Cultural differences by region, ethnicity, religion, gender sensitivity, generation, class. Reading mental programs / thinking software: suggestions for researchers.

Week 12:

Well-being and intercultural surveys around the world. Devotion to hobbies versus restraint as a social dimension. Hobbies versus restraint as subjective well-being in international studies. Hobbies versus restraint and health, optimism and increasing birth rate. Hobbies versus restraint, the need for friendship and consumer behavior. Hobbies versus restraint in the workplace and in the state. Causes of social differences in hobbies versus restraint.

Week 13:

Interdisciplinarity of intercultural management. Development of cultures in a historical context. Digitization and artificial intelligence. Great civilizations: 5 million years ago, 7500 years ago and now. Sources of cultural diversity and change. The essence of evolution. Evolution is more than genes. Evolution precedes selfishness: groups are above individuals. Individuals and institutions in the stream of life. The development of culture at work today. The future of culture.

Thematic definition of exercises:

1 week:

Introduction to the course. Setting rules and expectations. Globalization: Ettenson, R. & Klein, J. (2000). Marks of the past. Harvard Business Review. November / December edition. Intercultural business environment: Moss, D. (2011). Inequality and Globalization (HBS 705-040). Identify some of the fundamental trends in income distribution (both nationally and globally) and highlight the main arguments about the causes and consequences of inequality.

Week 2:

Global manager environment. Ethics in global management. Robertson, C. : The Moral Philosophy of Intercultural Social Ethics. Behavior based on a system of cultural value and generally accepted ways of doing business in each country or society. The standards are based on generally accepted guidelines of religion, philosophy, professional organizations and the legal system. The complexity of the combination of different national and cultural factors is the specific host environment that combines in setting ethical and unethical societal norms. How can managers posted abroad maintain a cultural balance of responsibilities with diverse culturally based stakeholders: owners, creditors, consumers, employees, suppliers, governments and companies? Case study: Levi Strauss - rewards related to the overall goal of sustainability of society. Experimental exercise: "Ethics in the Trenches".

Week 3

Hofstede's cultural context. Environmental variables affecting management functions: Harris, P. : Coping with cultural differences. Case Study: Catlin, L. (2017): Australian Manager in American Society. Using Hofstede's cultural characteristics, compare Australia and the USA from various

measurable quantities. Create an action plan that companies could use to prepare executives and their families for deployment abroad.

#### Week 4

Trompenaars' cultural context. Discuss the types of operational conflicts that could occur in an international context due to different attitudes to time, change, material factors and individualism. Give an example for specific countries: Mexico, France, India. How the Internet and culture are interrelated. Experimental exercise: British national working in Shanghai. Try to identify the problems and give him possible recommendations.

#### Week 5

Strategy and intercultural management. Stakeholders in intercultural management. Negotiation conflicts between low and high context cultures. Experimental Exercise: Diodati, E.:

Understanding Diversity. "Multicultural Negotiations". Identification and evaluation of problems associated with dealing with people from other cultures. Case study: "Deciding on Internet search engines". Compare the five search engines in a global business.

#### Week 6

Human resources management and intercultural management. Story: "Women in management inhabit the world." What are the causes of the small number of women posted abroad? What more can companies do to use women as a resource for international governance? Vietnam: The role of trade unions in achieving sustainable production and global competitiveness. Labor relations in Germany. Discussion of the reasons for the growing convergence and interdependence of trade unions around the world.

#### Week 7:

Organizational structure and intercultural management. Relationships between strategic management, organizational variables and employee focus. Story: "Procter and Gamble's Think Globally-Act Locally Structure". Teams as a global-local structure. Story: "Changing the organizational structures of emerging market companies". Global network structure of an e-corporation. Organizational alternatives and development for global companies. Structural variables with an impact on the implementation of global strategies. Changes that may require a new organizational design. FIFA: Independent Steering Committee.

#### Week 8:

Expatriate management and intercultural management. Case study: "The Expat Life". Variables affecting the success of knowledge transfer from the repatriated manager. Case study: "Kelly's role in Japan". Explain the conflicts in culture, customs, and expectations that have occurred. What stage of culture shock do Kelly families experience? Turn the clock back when Kelly was offered a position in Tokyo. What, if any, should have been done differently and who should have done it? What should be done if you were in Kelly's situation?

#### Week 9:

Motivation and leadership. Cultural conditionality in the leadership process: an integration model. How can we use the four Hofstede dimensions - distance, power avoidance, individualism and masculinity - to gain an overview of subordinate relationships around the world? Give some specific examples. Describe the content and context variables in a leadership situation. What other variables are part of intercultural leadership? Contingency management and its significance.

#### Week 10:

Managers and cultural meetings. Case Study: Water, D: Carlo D'Asaro Biondo, Head of Google's EU Strategy to Attack His Reputation. The history of Google's meetings with European authorities and people. Cultural factors that influenced these encounters. Explain: I can make a cake bigger for everyone. What has happened since this case came about in 2015? How's Biondo?

#### Week 11:

Integration project. Research areas of intercultural management. The project requires research, imagination and logic using the content of this course. A group of three to five students creates

an imaginary society that has been active on the domestic scene for some time. The group of students represents the top management, who decided it was time to go to the international market. The task is to describe the culture of society. Give a reason to go abroad. Decide for a country, justify this choice. Indicate the cultural, economic and social profile of the area in which it will operate. Develop an organizational structure. Decide on how to select top managers. Discuss communication issues. Explain the risks associated with the legislation and the solution plan.

Week 12:

Presentation of seminar papers I. Research areas of intercultural management. Presentation of final theses, part I. Granting of credits. Quantitative evaluation of the seminar work: adherence to the deadline, achievability of time limits, adherence to the formatting / formal page and internal logical structure. Qualitative evaluation of the seminar work: setting the goal and the degree of its fulfillment. Stylistic level. Suitability of methods used. Use of literature. Depth and quality of the processed topic. Benefits of work.

Week 13:

Presentation of seminar papers II. Research areas of intercultural management. Presentation of final theses, part I. Granting of credits. Quantitative evaluation of seminar work: meeting deadlines, reaching time limits, meeting formatting / formal page and internal logical structure. Qualitative evaluation of the seminar work: setting the goal and the degree of its fulfillment. Stylistic level. Suitability of methods used. Use of literature. Depth and quality of the processed topic. Benefits of work.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 16

A	B	C	D	E	FX
100.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Natália Tarišková, PhD., doc. Ing. Mgr. Zuzana Joniaková, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21102/21	<b>Title of course:</b> Introduction to quantitative methods
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 30% two tests during the semester using software, 10% activity during the semester, 60% exam	
<b>Student workload:</b> Attendance at lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for tests during semester 26 h, preparation for the exam 52 h	
<b>Teaching results:</b> The main goal of the course is to combine theoretical knowledge of mathematics and statistics with practical experience of working with real world data in finance. The course is the basis for the study of more developed techniques of financial econometrics. Upon successful completion of the learning process, the student should be able to: <ol style="list-style-type: none"> <li>1. knowledge and understanding : understand selected analytical methods in the field of finance</li> <li>2. skills : use statistical software for data processing, statistical analysis and graphical outputs</li> <li>3. competence: to be able to evaluate and interpret the outputs of quantitative analyzes.</li> </ol>	
<b>Indicative content:</b> <ol style="list-style-type: none"> <li>1. Introduction of STATA statistical software.</li> <li>2. Basics of data processing - types of variables, finding information about variables and data file, working with subsets of data, manipulation with variables.</li> <li>3. Working with data files - data import, file merging, data structure declaration.</li> <li>4. Random variable - descriptive statistics and probability distributions.</li> <li>5. Testing statistical hypotheses.</li> <li>6. Correlation and regression.</li> <li>7. Regression with several variables.</li> <li>8. Data visualization and work with graphs.</li> </ol>	
<b>Support literature:</b> Alan C. Acock. 2018. A Gentle Introduction to Stata. Sixth Edition. Texas: Stata Press.	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b> english	
<b>Notes:</b>	

**Assessment of courses**

Total number of evaluated students: 19

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
5.26	0.0	0.0	5.26	26.32	31.58	10.53	21.05	0.0	0.0	0.0	0.0

**Lecturer:** doc. Ing. Martin Alexy, PhD., Mgr. Marek Káčer, PhD., Ing. Mária Vojtasová**Date of the latest change:** 06.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21104/21	<b>Title of course:</b> Introduction to Corporate Finance
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Activity at seminars 5% Results of term test 25% Results of exam 70%	
<b>Student workload:</b> Totally $6 \times 26 = 156$ , namely: <ul style="list-style-type: none"> <li>• participation in lectures 26 h; participation in seminars 26 h; preparation for seminars 19 h; preparation for the term test 25 h; preparation for the exam 60 h</li> </ul>	
<b>Teaching results:</b> After completing the course the student: <ul style="list-style-type: none"> <li>• acquires expertise from selected components of corporate finance (sources of financing, allocation of capital to current and fixed assets, financial analysis and financial planning of the company)</li> <li>• can apply theoretical knowledge in solving case studies and practical examples.</li> <li>• the result of education is also the development of students' analytical skills, support of teamwork.</li> </ul> Results in the field: I. Knowledge and understanding: <ul style="list-style-type: none"> <li>• to understand and to master the basic conceptual apparatus and starting points of corporate finance, to formulate and to critically evaluate the current problems of financial management of companies in the Slovak Republic;</li> <li>• to gain knowledge of what corporate finance deals with and what is its essence;</li> <li>• to understand the issues of business financing.</li> </ul> II. Practical skills and competence: <ul style="list-style-type: none"> <li>• to have an overview of current techniques, methods and procedures of financial management of the company;</li> <li>• to be able to design a suitable way of financing a business entity.</li> </ul>	
<b>Indicative content:</b> <ol style="list-style-type: none"> <li>1. Introduction to the course, its basis and aims , definition of basic terms</li> <li>2. Financial management and financial policy. Corporate financing.</li> <li>3. Internal sources of finance.</li> <li>4. External sources of finance.</li> <li>5. Determination of the whole need for working capital.</li> </ol>	

6. Management of inventory, receivables and cash.
7. Long – term finance.
8. Progressive approaches in capital budgeting.
9. Corporate environment.
10. Corporate financial planning.
11. Small and medium – sized enterprises.
12. Non – profit organizations.

**Support literature:**

Brealey, R.A - Myers, S.C. - Marcus, A.J.: Fundamentals of Corporate Finance. 10th Edition. McGraw - Hill Education, 2019.

**Syllabus:**

**Language whose command is required to complete the course:**

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 11

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
9.09	0.0	0.0	18.18	27.27	18.18	9.09	18.18	0.0	0.0	0.0	0.0

**Lecturer:** doc. Ing. Katarína Belanová, PhD.

**Date of the latest change:** 06.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochoťnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KOP OF/OOE21073/21	<b>Title of course:</b> Law in Marketing (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 4 <b>Per course:</b> 52 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % active participations in seminars 10 % project presentation (presentation of semestral theses) 20 % semestral written test 60 % final written test	
<b>Student workload:</b> Study load: 104 Participation in seminars: 13 Preparation for seminars: 13 Preparation for project presentation (presentation of semestral theses): 19 Preparation for semestral written test: 19 Preparation for final written test: 40	
<b>Teaching results:</b> After completing the course, the student has practical legal information in the field of marketing management, marketing communication, product management, public relations, IT and trade. <b>Knowledge:</b> In a broader context, the student understands more complex legal institutes that relate to marketing and business activities in general, especially in the following areas: <ul style="list-style-type: none"><li>- marketing management and marketing communication,</li><li>- product management,</li><li>- public relations,</li><li>- IT technologies in marketing and</li><li>- trade.</li></ul> <b>Practical Skills:</b> The student understands that the regulation of marketing and business activities is subject to legal regulation, both private law and public law. He/she understands the latest trends in legal regulation and knows how to follow them (European regulation). In a broader context, he/she understands the complexity of the legal regulation of selected marketing and business activities (e.g. online marketing includes aspects of licensing agreements, personal data protection, intellectual property protection, but also the regulation of infrastructure and media). He/she can write a simple contract and identify its essentials.	



**Competencies:**

The student will gain the ability to work with applicable legislation governing marketing and business activities. The student is also able to work with databases of European legislative acts (<https://eur-lex.europa.eu>) and Slovak legislation ([www.slov-lex.sk](http://www.slov-lex.sk)), can find the relevant legislation concerning the regulation of marketing and business activities and can read it with the knowledge of basic legal concepts and institutes.

**Indicative content:**

- intellectual property law
- media law (Act on advertising, Act on audiovision, Act on Broadcasting and Retransmission, Press act etc.),
- protection of personal rights,
- protection of personal Data (GDPR)
- unfair competition
- legal regulation of e-commerce and IT,
- retail sales legislation,
- distribution and logistics regulation,
- legal regulation of the market introduction of products,
- legal regulation of pricing,
- basic contract types used in the field of marketing consulting and communication, public relations and trade

**Support literature:**

1. Leška R., Ondřejová, E. 2018. Fundamentals of Marketing Law and Intellectual Property Law. Praha: Vysoká škola finanční a správní, a.s., 137 s. ISBN 978-80-7408-173-6.
2. Kolah, A. 2017. Essential Law for Marketers. 1st Edition. London: Routledge, 445 s. ISBN 978-1138441118.
3. Voigt, P., von dem Bussche, A. 2017. The EU General Data Protection Regulation (GDPR): A Practical Guide. 1st edition. Cham: Springer International Publishing AG, 383 s. ISBN 978-3-319-57958-0.

**Syllabus:**

1. The concept, subject and sources of Law in marketing
2. Protection of intellectual property (copyright and rights related to copyright)
3. Protection of intellectual property (industrial rights – designs, trademarks)
4. Media law (Act on advertising, Act on audiovision, Act on Broadcasting and Retransmission, Press Act etc.),
5. Protection of personal rights, personal data protection in marketing communication and in the online marketing
6. Legal regulation of unfair competition
7. Legal regulation of e-commerce and electronic communications
8. Legal regulation of retail sales, provision of services and pricing
9. Legal regulation of distribution, logistics and market introduction of products 1
10. Legal regulation of distribution, logistics and market introduction of products 2
11. Legal regulation of environmental aspects of products and circular economy
12. Contract types used in trade and marketing 1
13. Contract types used in trade and marketing 2

**Language whose command is required to complete the course:**

English

**Notes:****Assessment of courses**

Total number of evaluated students: 3					
A	B	C	D	E	FX
66.67	33.33	0.0	0.0	0.0	0.0
<b>Lecturer:</b> JUDr. Mgr. Eva Tináková, PhD., JUDr. Ľubomír Zlocha, PhD.					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Baumöhl, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Naqibullah Daneshjo, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Ferdinand Daňo, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Peter Drábik, PhD., MSc., Person responsible for the delivery, development and quality of the study programme prof. Ing. Eva Hanuláková, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21036/21	<b>Title of course:</b> Leadership (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21029/21- Personnel Management (in English) or KM FPM/MMB21041/21-Human Resource Management (in English)	
<b>Requirements to complete the course:</b> 40 % core module assignments, 60 % final written exam	
<b>Student workload:</b> 130 h (lectures participation: 26 h, seminars participation: 26 h, seminar's preparation: 26 h, assignment's elaboration: 13 h, final exam preparation: 39 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"> <li>• A comprehensive view of leadership, its changes in the past and present, as well as challenges for the future. Gaining a detailed overview of individual concepts and approaches to leadership, as well as creating a knowledge base on selected key areas of leadership such as men's and women's views on leadership, the importance of emotional and cultural intelligence, leadership in crisis and extreme conditions or the impact of culture on leadership.</li> </ul> Competence: <ul style="list-style-type: none"> <li>• effective use of essential information in the field of leadership, understanding of individual concepts and approaches to people management</li> <li>• critically evaluate the impact, impact and effects of leadership in everyday practice on the performance, stability, satisfaction and productivity of teams as well as the individual</li> <li>• characterize the concepts associated with leadership and understand the essence of selected areas of leadership such as emotional intelligence, leadership in extremis, transformational leadership or ethical leadership</li> <li>• propose solutions and generate conclusions or recommendations on selected topics related to key areas of effective leadership in practice</li> <li>• understand the societal and corporate importance of leadership</li> </ul> Skill: <ul style="list-style-type: none"> <li>• interpret the specifics of leadership in relation to situations, behavior, personality of the leader, the characteristics of subordinates and tasks</li> <li>• acquire the skills of self-evaluation and self-reflection in selected areas of leadership</li> <li>• applying critical thinking when solving tasks related to case studies and seminar tasks</li> </ul>	

- developing cultural intelligence by deepening knowledge in the field of working in multicultural teams and by identifying the influence of culture on people management
- strengthening personal level of emotional intelligence, which appears to be the skill of the future

**Indicative content:**

Thematic definition of lectures:

1. Leadership introduction
2. Trait approach
3. Skills approach
4. Style approach
5. Situational approach
6. Path-goal theory of leadership, LMX theory
7. Transformational and charismatic leadership
8. Team Leadership
9. Leadership and emotional intelligence
10. Leadership and culture
11. Women and men in leadership
12. Ethical Theories of Leadership
13. Leadership in extremis

Thematic definition of seminars:

1. Leadership introduction
2. Trait approach
3. Skills approach
4. Style approach
5. Situational approach
6. Path-goal theory a LMX theory
7. Transformational and charismatic leadership
8. Team Leadership
9. Leadership and emotional intelligence
10. Leadership and culture
11. Women and men in leadership
12. Ethical Theories of Leadership
13. Leadership in extremis

**Support literature:**

Basic literature:

1. NORTHOUSE, Peter G. Leadership. Theory and Practice. Seventh Edition. New York : SAGE Publication, 2016. 520 s. ISBN 9781506311166.
2. YUKL, Gary. Leadership in Organizations, Upper Saddle River : Pearson – Prentice Hall, 2010. 528 s. ISBN 978-0-132-77186-3.
3. GOLEMAN Daniel. What makes a leader? In Harvard Business Review. January 2004 (pdf. Article)
4. EAGLY Alice – CARLI, Linda. Women and the Labyrinth of Leadership. In Harvard Business Review. September 2007 (pdf. Article)

Supplementary literature:

1. AVEY, James. B. - WERNISING, Tara. S. - PALANASKI, Michael. E. 2012. Exploring the process of ethical leadership: The mediating role of employee voice and psychological ownership. In Journal of Business Ethics. 2012, č. 107, s. 21–34. ISSN 1573-0697.
2. ROWE, Glen. W. – GUERRERO, Laura. Cases in Leadership. New York : SAGE publication, 2010. s. 440. ISBN 978-1412980197.

3. GOLEMAN, Daniel. Emocionálna inteligencia. Bratislava : Citadella, 2017. 432 s. ISBN 978-80-8281-086-1.
4. SANDBERG, Sheryl. Lean in. Women, work and the will to lead. 1 edition. Wien : Knopf, 2013. 240 s. ISBN 978-0385349949.
5. LIVERMORE, D. Leading with cultural intelligence. The real secret to success. Second edition. New York : AMACOM, 2015. 272 s. ISBN 978-0814449172.
6. KATZ, Robert L. Skills of an Effective Administrator. Online: <https://hbr.org/1974/09/skills-of-an-effective-administrator>
7. WONG, Jehn-Yih - LEE, Wen-Hwa. Leadership through Service: An Exploratory Study of the Leadership Styles of Tour Leaders. In *Tourism Management*, č. 33, s. 1112-1121. ISSN 0261-5177.
8. Hofstede cultural dimensions: Webpage: <https://www.hofstede-insights.com/>

### **Syllabus:**

Thematic definition of lectures:

1. Leadership introduction – definition and historical development of leadership. Leadership vs. management: functions of leadership. Theories of leadership and leadership levels. Way of conceptualizing leadership. Trait vs. Process Leadership. Components of Leadership.
2. Trait approach – trait approach via historical and current approaches and studies. Women and men: traits and characteristics. Trait approaches: comparison (core leader traits). Theory of the Great man. Five factor personality model and leadership. Strength and criticism of trait approach.
3. Skills approach – components and background of skills approach. Key skill of leaders. Model of skills approach (Katz three-skill approach, Mumford competency model). Structure of skills based on current studies.
4. Style approach – studies focused on style approach (the Ohio State University, the University of Michigan Studies, Leadership grid). Paternalism/Maternalism. How does the style approach work?
5. Situational approach – definition and theoretical background of situational approach. The influence of environment on leadership styles. Fielder contingency model. Hersey and Blanchard model. Development levels. How does situational approach work? Situational Leadership.
6. Path-goal theory of leadership, LMX theory – Path-goal theory: background, structure and components (leader behaviors, subordinates characteristics, task characteristics). How theory work? Strength and criticism. LMX theory: background, definition, early studies, later studies). In-group and out-group relationship.
7. Transformational and charismatic leadership - transactional versus transformational leadership. Transactional leadership factors. Tools of transformational leadership. An example of a transformational leader - Rudy Giuliani. Charisma and charismatic leadership. Definition of charisma. Ego versus charisma (dark side of charisma). Comparison of transformational and charismatic leadership. Advantages and disadvantages of both approaches.
8. Team Leadership - Hill's model of team leadership, Traditional versus shared team leadership. Internal, task-oriented leadership measure - focused on the ability to do the job. Internal, relationship-oriented leadership measures aimed at improving the interpersonal skills of team members and relationships within the team. External leadership - necessary to maintain the team and protect it from the external environment. Team efficiency.
9. Leadership and emotional intelligence – structure and concepts of emotional intelligence, definition of EI, EQ vs. IQ, measurement and development of EI. D. Goleman view on emotional intelligence. The importance and significance of emotional intelligence in the workplace, current studies as evidence of the importance and significance of EI in management.
10. Leadership and culture - core aspect of culture and cultural differences. Development of cultural intelligence and intercultural competencies. Cultural differences based on Lewis study and Hofstede study. Multicultural team (building and developing, ethnocentrism

stereotypes, prejudices, discrimination) Cultural intelligence as core leadership skill, structure and development of CQ. Importance of CQ in global leadership.

11. Women and men in leadership – male and female leadership style, the key differences in male and female leadership style, women in leadership vs. men in leadership. Current situation – women in leadership and management. Leadership labyrinth. Phenomenes of glass ceiling and glass cliff. Situation in Slovakia and worldwide (barriers, obstacles, motivation, tools and techniques of companies and governments)

12. Ethical Theories of Leadership - serving, spiritual and authentic leadership. Factors of growing interest in ethical theories of leadership, Servant (serving) leadership - basic characteristics and signs, Spiritual (spiritual) leadership - basic characteristics and signs, Authentic leadership - basic characteristics and signs. Definition of humility. The importance of ethical theories of leadership for business.

13. Leadership in extremis - leadership in extreme situations. Definition of an extreme situation. An approach showing the behavior of a leader and a follower within a specific group of contexts. Comparison of crisis leadership and leadership in extremis. Key characteristics in extremis leaders - competence, trust and loyalty. Motivation by a dangerous situation. Continuous learning during an extreme situation. Risk sharing, mutual loyalty. In extremis leader in business.

Thematic definition of seminars:

1. Leadership introduction –students will gain complex knowledge about leadership and the nature of leadership, describe their own definition of leadership, solve case studies of effective leaders from the Slovak and international environment. They define the basic features of leadership according to subjective consideration. Applying Critical Thinking: Finding the Answer to the Question: Who is an Effective Leader

2. Trait approach – case studies focused on identifying key characteristics of the leader: case study: Choosing a new director of research, case study: Michal Truban, case study: Recruiting for bank.

3. Skills approach – testing in the field of basic leadership skills, application of Katz's and Mumford's model of skills in solving case studies: A strained research team. Andy's recipe for success. Leadership and managerial skills. Discussion of the key skills of a leader today, student should understand the differences between a leader and a manager.

4. Style approach – Case studies: Amundsen vs. Scott (students applying knowledge and understanding of leadership qualities, skills and behavior of a leader). Case studies: Eating lunch standing up. We are family. Testing style questionnaire. (Identifying personal leadership style)

5. Situational approach - practical application of situational leadership style in solving case studies: What style do I use? Why aren't they listening. Student Parliament. Students should understand how strategically the situation could affect the leadership style and the very concept of leadership. They also give their own practical examples.

6. Path-goal theory a LMX theory – case studies focused on path-goal theory: Three shifts, three supervisors. Direction for one, support for others. Path-goal leadership questionnaire. Case studies focused on LMX theory: Working hard and being fair. His team gets the best assignments.

7. Transformational and charismatic leadership - King Christian of Denmark as an example of a transformational leader. Students discuss examples of charismatic leaders - Adolf Hitler, Steve Jobs, Che Guevara. Historical context and manifestations of charisma in individual personalities. The influence of a charismatic leader in the company.

8. Team Leadership - A Case Study of Team Leadership: Mount Everest - a mountain where ascent is voluntary but return mandatory. Competitive Fight - Adventure Consultants vs. Mountain Madness. Failure of team leaders - creating moving goals, loss of vision. Assumptions of the failure of team leaders on the examples of Scott Fisher and Robert Hall. Causes of team leaders failure. Prerequisites for mastering team leadership.

9. Leadership and emotional intelligence – Testing of emotional intelligence and its components, discussion of possibilities of development of individual components of emotional intelligence. Case Study: Sir Alex Ferguson - A Practical application of EI knowledge to Mr. Ferguson's story and life. Examples of good practice from the global environment - how EI positively affects the motivation, commitment, productivity and creativity of employees (taking into account the use of the concept of Positive Psychology). Working with emotions - exercises for recognizing emotions.

10. Leadership and culture – Practical examples and tasks for understanding and applying cultural specifics in practice. Case study focused on effective management of a multicultural team. Exercises aimed at eliminating ethnocentrism and getting rid of prejudice. Getting to know other cultures - discussion of culture shock and experiences with people from other cultures.

11. Women and men in leadership – Case study: Can I accept a woman's opinion? - understanding the differences between men's and women's actions and behavior within a team. Case Study: Margaret Thatcher (first British Prime Minister), Jacinda Ardern (current Prime Minister of New Zealand) - women's leadership in times of crisis

12. Ethical Theories of Leadership - Jesus Christ as an example of a serving leader. An image of a kneeling Jesus washing the feet of his disciples. Metaphor and comparison with current serving leaders. Joel Spolsky and his style of serving leadership. Does Humility influence the Business? The difference between ethics and morality.

13. Leadership in extremis – Case study of Rebecca Kanis - Director of Innovation Common Ground and her leadership in extreme situations. Finding parallels with business. Situations where an extreme threat to the company or to the lives of individuals undermines the true nature of leaders and followers. Case Study - Hurricane Katrina and Hospital Management in New Orleans.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 18

A	B	C	D	E	FX
22.22	50.0	22.22	5.56	0.0	0.0

**Lecturer:** Ing. Katarína Procházková, PhD., doc. Ing. Zuzana Skorková, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21107/21	<b>Title of course:</b> Local finance
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20 % seminar tests, 10 % seminar project, 10 % active participation, 60 % written final exam	
<b>Student workload:</b> 156 hours <ul style="list-style-type: none"><li>• participation on the lectures 26 hours,</li><li>• participation on the seminars 26 hours,</li><li>• preparing for seminars 13 hours,</li><li>• seminar project elaboration 13 hours,</li><li>• preparing for the seminar tests 26 hours,</li><li>• preparing for the final exam 52 hours)</li></ul>	
<b>Teaching results:</b> The student is able to understand the fundamentals of local finance, the theoretical and practical aspects of local government expenditures and revenues, and the main issues of local governance. He/she can use this knowledge in the professional carrier in public administration, public management, tax advising, or as a member of local government council, NGOs etc. The student will be able to: 1. Knowledge and understanding <ul style="list-style-type: none"><li>• understand the basic principles of the functioning of self-government units in the system of public administration</li><li>• identify the degree of decentralization applied in the country</li><li>• assess the appropriateness of setting up the financial system of local governments</li><li>• demonstrate the ability to administer local taxes and fees, as well as other relevant processes in the area of local government</li></ul> 2. Practical skills: <ul style="list-style-type: none"><li>• the ability to perform an analysis of the local government budget</li><li>• the ability to calculate the amount of local taxes and fees</li><li>• the ability to assess the effectiveness of local government expenditures</li></ul> 3. Competences:	



- the ability to apply the acquired knowledge and skills in solving problematic tasks in the field of territorial self-government and to adopt effective and efficient solutions in the field of local public policy

**Indicative content:**

1. Fiscal federalism and fiscal decentralization in theory and practice
2. Introduction to local finance
3. Theoretical approaches to local finance and the size of local government
4. Local government revenues with a focus on local taxes
5. Other revenues of local government
6. Intergovernmental transfers
7. Expenditures of local government
8. Infrastructure financing at local level
9. Cost-Benefit Analysis (CBA) at the local level
10. Budget management of local government
11. Indebtedness of local self-government units
12. Financial management of local government

**Support literature:**

- Kitchen, H., McMillan, M., Shah, A.: Local Public Finance and Economics An International Perspective, Palgrave McMillan, 2019
- UN-HABITAT: Guide to municipal finance, Nairobi, 2009
- Gruber, J.: Public Finance and Public Policy, 5th Ed., New York: Worth Publishers, 2016
- Rosen, S. R., Gayer, T.: Public Finance, 9th Ed., McGraw Hill, 2010
- OECD statistics

**Syllabus:**

**Language whose command is required to complete the course:**

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 6

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
33.33	0.0	0.0	33.33	16.67	0.0	0.0	16.67	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Lukrécia Kováč Gerulová, PhD., doc. Ing. Erika Neubauerová, PhD.

**Date of the latest change:** 06.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochoťnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KIM FPM/ MMA21016/21	<b>Title of course:</b> Management Research Methods (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 40 % seminar work, 60 % written exam	
<b>Student workload:</b> 156 hours (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for credit paper 26 h, preparation for exam 52 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• By completing the course, the student will gain knowledge of processes, procedures and methods used in modern management research, specifically about a wide range of analytical methods, which can then solve business problems of various kinds requiring data analysis.</li> <li>• Knowledge of practical techniques, tools, processes by which management can obtain new data and use analysis to create practically usable information from the internal (corporate) or external environment.</li> </ul> <b>Competence:</b> By completing the course the student will gain the following competencies <ul style="list-style-type: none"> <li>• Can transform a selected business problem into a structured research problem that can be solved by exact analytical methods</li> <li>• Can apply a wide range of specific statistical methods and practically interpret and correctly report the results of these statistical methods and then create a sound research report with a clear basis for the decision-making process.</li> <li>• Based on the results of the analysis, he will be able to propose available solutions to the problem, be able to defend them, discuss possible alternatives and create practical recommendations that will enhance the insight of management into the problem.</li> <li>• To be able to obtain new value-added information from secondary internal (company) and external data and to create new knowledge, know-how through systematic application, by which the company can subsequently create an information and knowledge competitive advantage.</li> <li>• Can thoroughly assess the quality of various sources (managerial research reports, professional and scientific publications or database sources) based on the quality of analysis, description and structure of the sample, the way of presentation of results and the quality of conclusions drawn from them.</li> </ul>	

**Skill:**

- Design and implement practical management research to solve a specific business problem
- Install open source statistical software and prepare the file and data in the required structure for analysis, then select the right analytical method / test to apply to solve a specific business problem and then be able to implement a wide range of analytical methods, set their specific parameters and conditions, understand the results, be able to interpret them correctly and write them in the standard form.
- Search for, critically compare, evaluate external sources, obtain information from them and how to subsequently create new knowledge that can be practically used for business management.
- Gain skills in creating summary research reports, which will include proposals for solutions based on new information generated from the analysis process.

**Indicative content:**

Thematic definition of lectures:

1. Applied and basic research in business management, its characteristics and starting points.
2. Research process and research cycle.
3. Solving specific business problems using specific research designs.
4. Measurement in research.
5. Description and descriptive analysis of quantitative data.
6. Comparing groups.
7. Comparing groups.
8. Measurement of relationships between variables (Pearson's r, Kendall's tau).
9. Simple and multiple regression analysis.
10. Forecasting trends.
11. Data collection and character of data in quantitative and qualitative research and their quality.
12. Measurement quality and data quality.
13. Summary interpretation and reporting results, creation of research reports.

Thematic definition of exercises:

1. Introduction of open-source statistical software: JAM, JASP, and PSPP.
2. Data entry and file preparation for analysis.
3. Probability of occurrence of phenomena and statistical significance.
4. Examination and testing of data distribution, frequency analysis, use of histograms.
5. Description and basic analysis of quantitative data.
6. Parametric tests.
7. Nonparametric tests.
8. Measuring relationships between variables.
9. Simple linear regression analysis and multiple linear regression analysis.
10. Trend calculation.
11. Practical procedures of data collection and the nature of data in quantitative and qualitative research and their quality.
12. Reliability analysis of measuring tools Comparison of Cronbach's alpha and McDonald's omega methods for the whole questionnaire and for individual items.
13. Practical practice of summary interpretation and reporting of results, creation of research reports, presentation of research results.

**Support literature:**

Basic literature:

1. ZIKMUND, William - CARR Jon - GRIFFIN Mitch. Business Research Methods. London : Cengage Learning, 2013. 696 s. ISBN 9781111826925.
2. SAUNDERS, Mark - LEWIS Philip - THORNHILL Adrian. Research Methods for Business Students. 4th Edition. London : Pearson Custom Publishing, 2011. 728 s. ISBN 978-0273750758.

3. GREENER, Sue. Business research methods. London : BookBoon, 2008. 110 s. ISBN 9788776814212.
4. THARENOU, Phyllis - DONOHUE Ross - COOPER Brian. Management research methods. Cambridge : Cambridge University Press, 2007. 350 s. ISBN 978-0521694285.
5. FIELD, Andy. Discovering statistics using IBM SPSS statistics. London : Sage, 2013. 915 s. ISBN 978-9351500827.

Supplement literature:

1. PERVEZ Ghauri - GRØNH AUG Kjell - STRANGE Roger. Research methods in business studies. Cambridge : Cambridge University Press, 2020. 300 s. ISBN 978-1108708241.
2. FIELD, Andy - HOLE Graham. How to design and report experiments. London : Sage, 2002. 384 s. ISBN 978-0761973836.

### **Syllabus:**

Tematické vymedzenie prednášok:

1. Aplikovaný a základný výskum v podnikovom manažmente, jeho charakteristiky a východiská. Aké typy problémov vyžadujú manažérsky výskum: identifikovanie problémov alebo príležitostí v podniku, následná analýza a posudzovanie problémov a príležitostí, hodnotenie možností riešenia, posúdenie minulých postupov a rozhodnutí, porovnanie stavu v podniku s okolím.
2. Proces výskumu a výskumný cyklus. Tvorba výskumného projektu. Zdroje informácií v odbornej a vedeckej literatúre. Získavanie a vyhľadávanie relevantných literárnych zdrojov, posudzovanie kvality literárnych zdrojov. Opis procesu transformácie hrubých dát na informácie a následne na znalosti. Etika vo výskume.
3. Riešenie konkrétnych podnikových problémov pomocou špecifických výskumných dizajnov. Základná klasifikácia výskumných dizajnov. Plán výskumu. Porovnanie dizajnov výskumu z metodického hľadiska (kvality výstupu, limitov a možných skreslení), ale aj časovej, prácej a nákladovej náročnosti. Úvod do pravdepodobnosti výskytu javov a štatistická signifikancia.
4. Meranie vo výskume. Premenné a ich typy: nominálne, ordinálne, kardinálne (intervalové, pomerové). Kódovanie a vkladanie dát. Indexy a sumárne ukazovatele. Premenné a ich postavenie nástrojoch merania. Teoretické východiská analýzy. Vytváranie predpokladov, stanovovanie si hypotéz a ich testovanie. Predstavenie procesu tvorby hypotéz a ich overovania.
5. Deskripcia a opisná analýza kvantitatívnych dát. Ukazovatele centrálnej tendencie. Ukazovatele variability. Normalita rozloženia dát. Gaussova krivka. Prezentácia výsledkov v grafickej forme. Štandardne používané typy grafov pre konkrétne výsledky. Interval spoľahlivosti.
6. Porovnávanie skupín. Parametrické testy. Podmienky aplikácie. Kedy zvoliť parametrické a kedy neparametrické testy na porovnanie skupín. Možnosti overenia normality rozloženia dát. Robustnosť parametrických testov, náchylnosť na skreslenia.
7. Porovnávanie skupín. Neparametrické testy. Podmienky aplikácie. Overenie normality rozloženia dát. Robustnosť neparametrických testov.
8. Meranie vzťahov medzi premennými (Pearsonovo  $r$ , Kendallovo  $\tau$ ). Regresná analýza v porovnaní s koreláciou.
9. Jednoduchá a viacnásobná regresná analýza. Tvorba regresných modelov a posúdenie kvality regresného modelu. Koeficient determinácie.
10. Predpovedanie trendov. Kvantitatívne, založené časových radoch ako aj na regresných modeloch. Kvalitatívne techniky ako možné scenáre vývoja. Kreatívne techniky vychádzajúce z existujúcich dát a očakávaných trendov.
11. Zber dát a charakter dát v kvantitatívnom a kvalitatívnom výskume a ich kvalita. Primárne dáta a sekundárne, ich výhody a limity. Zdroje sekundárnych dát. Otázky v dotazníku a praktická aplikácia (otvorené, nútené odpovede, škály).

12. Kvalita merania a kvalita dát. Reliabilita, validita, objektivita, senzitivita vedeckého merania a konkrétnych meracích nástrojov.

13. Sumárne interpretovanie a zapisovanie výsledkov, tvorba výskumných správ. Etika v manažérskom výskume. Tvorba odporúčaní pre rozhodovanie.

Tematické vymedzenie cvičení:

1. Predstavenie opensource štatistických softvérov: JAMOVI, JASP a PSPP. Individuálna inštalácia pre rôzne operačné systémy. Práca zo súbormi, ukladanie, formát, typ súboru. Uloženie výsledkov, dát, grafov a výstupov do MS Wordu, Excelu.

2. Vkladanie dát a príprava súboru na analýzu. Import dát a ich formát, následné uloženie a správa dát. Kopírovanie, hľadanie, agregovanie, rozdeľovanie, váženie, radenie a usporadúvanie dát. Kódovanie a rekódovanie premenných. Výstupy analýzy a ich formát.

3. Pravdepodobnosť výskytu javov a štatistická signifikancia. Jej úroveň, najpoužívanejšie typy a ich interpretácia. Chyby v skúmaní a tvorení záverov a možnosti ako sa im vyhnúť. Chyba prvého rádu  $\alpha$ , chyba druhého rádu  $\beta$ . Veľkosť efektu a dva spôsoby výpočtu. Intervaly pre výsledky, ich interpretácia a praktická použiteľnosť.

4. Skúmanie a testovanie rozloženia dát, frekvenčná analýza, použitie histogramov. Normalita rozloženia dát. Grafické zobrazenie normálnej, platykurtickej, leptokurtickej distribúcie dát. Kontingenčné a frekvenčné tabuľky, Chí kvadrát rozdelenie.

5. Deskripcia a základná analýza kvantitatívnych dát. Výpočty a interpretácie ukazovateľov. Ukazovatele centrálnej tendencie (priemer, modus, medián). Ukazovatele variability (rozptyl a štandardná smerodajná odchýlka). Vzťah k rozloženiu dát a vzťahy medzi nimi.

6. Parametrické testy. Dvojvýberový t – test nezávislých skupín. Párový t – test. Jednovýberový t – test. Analýza rozptylu (ANOVA). Levenov test, normalita rozloženia dát.

7. Neparametrické testy. Mann - Whitneyho test, Wilcoxonov test. Normalita rozloženia dát a jej testovanie pomocou Shapiro–Wilkovho testu, použitie Levenovho testu.

8. Meranie vzťahov medzi premennými. Korelácia (Pearsonovo r). Kendalllovo tau B aj C. Počítanie vzájomných vzťahov pomocou: Pearsonovho korelačného koeficientu a Kendalllovo Tau. Chí-kvadrát test. Vyčísľovanie a interpretovanie pomeru šancí (odds ratio).

9. Jednoduchá lineárna regresná analýza a viacnásobná lineárna regresná analýza. Rozdiel oproti korelácii. Postup tvorby a overovania regresných modelov. Interpretovanie výsledkov regresnej analýzy.

10. Počítanie trendov. Kvantitatívne, založené časových radoch ako aj na regresných modeloch.

11. Praktické postupy zberu dát a charakter dát v kvantitatívnom a kvalitatívnom výskume a ich kvalita. Používané spôsoby elektronického zberu dát. Výhody a limity.

12. Analýza reliability meracích nástrojov Porovnanie metód Cronbachova alfa a McDonaldova omega pre celý dotazník a pre jednotlivé položky.

13. Praktické precvičovanie sumárneho interpretovania a zapisovania výsledkov, tvorba výskumných správ, prezentovanie výsledkov výskumu. Vytváranie odporúčaní pre rozhodovanie.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 25

A	B	C	D	E	FX
56.0	12.0	20.0	0.0	0.0	12.0

**Lecturer:** doc. Ing. Mgr. Róbert Hanák, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21046/21	<b>Title of course:</b> Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> <ul style="list-style-type: none"> <li>• elaboration and presentation of the final project - 30%</li> <li>• case studies - 10%</li> <li>• final exam - 60%</li> </ul> Student's workload (in hours): The student's workload: 156 h. (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 13 h, elaboration of a semester project 39 h, preparation for the exam 52 h)	
<b>Student workload:</b>	
<b>Teaching results:</b> <b>Knowledge</b> Obtaining a systemic view of management issues with respect to current knowledge and trends in this area and with respect to the dynamics of the external and internal environment. Acquiring comprehensive basic knowledge of management theory in relation to the sustainable development of enterprises in terms of functional, decision-making and information. Understanding of key conceptual apparatus in relation to individual management functions. Acquisition of knowledge in terms of methods and tools used in the implementation of individual management functions. Understanding the interrelationships between the application of soft and hard management tools and the possibilities of their use in practice. <b>Competence</b> <ul style="list-style-type: none"> <li>• to use a set of knowledge about the principles, methods, procedures, and techniques of business management in a market economy,</li> <li>• to identify, analyze and apply the acquired knowledge in solving problems related to managerial functions,</li> <li>• to direct the activities of business units, teams, and individuals through managerial functions to achieve set objectives,</li> <li>• to understand and suggest ways to rationally solve management problems,</li> <li>• to combine and integrate management knowledge with knowledge from related social science disciplines</li> </ul> <b>Skill</b>	

- conceptually solve enterprise problems, identify the most important issues, tendencies, and probabilities of development, and understand things in relation to each other,
- apply specific methods and procedures in management practice,
- effectively guide business processes through techniques and methods of decision making, planning, organizing, human resource management, leading and controlling,
- motivate subordinates and communicate effectively with all company stakeholders,
- work effectively in a team and lead a team.

### **Indicative content:**

Thematic definition of lectures:

1. Characteristics and basic background of management.
2. Main concepts of management.
3. Managerial decision-making.
4. Information and information system.
5. Strategy and its implementation.
6. Planning.
7. Organizing as a function of management.
8. Management control.
9. Human resources management.
10. The essence and content of the leadership function of people, leadership styles.
11. Communication in management.
12. Employee motivation.
13. Ethics in management.

Thematic definition of exercises:

1. Introduction to management issues.
2. Origin, development, and main approaches in management.
3. Decision-making processes in management.
4. Information and information system.
5. Strategic management.
7. The essence and content of the organization and organizational structure.
8. Management control.
9. Human resources management.
10. Leading of people.
11. Communication.
12. Motivation.
13. Ethics in management.

### **Support literature:**

Basic literature:

1. ROBBINS, Stephen P. – COULTER, Mary A. Management. Pearson Education, 2021. 624 p. ISBN 9780136714491.

Supplementary literature:

1. BATEMAN, Thomas et al. Management: Leading & Collaborating in a Competitive World. 13th ed. McGraw-Hill Education, 672 p. ISBN 978-12-5992-764-5.
2. CERTO, Samuel C. – CERTO, Trevis S. Modern Management: Concepts and Skills. 15th ed. New York, NY : Pearson, 2019, 501 p. ISBN 978-01-3472-913-8.
3. DAFT, Richard L. Management. 12th ed. Cengage Learning, 2015, 800 p. ISBN 978-13-0548-071-1.
4. DRUCKER, Peter. Management. Routledge, 2012. 576 s. ISBN 978-11-3600-689-0.
5. KOONTZ, Harold – WEIHRICH, Heinz. Essentials of management. 10th ed. Chennai: Tata McGraw Hill Education, 2015, 540 pp., Rs. 647, ISBN: 978-9-3392-2286-4.



6. LUSSIER, Robert N. Management fundamentals : concepts, applications, and skill development. Thousand Oaks: SAGE Publications, 2019. 597 p. ISBN 9781506389394.
7. PLUNKETT, Warren R. Management. 10th ed. South-Western College Pub, 2012, 744 p. ISBN 978-11-1122-134-8.
8. SCHERMERHORN, John R Jr. – BACHRACH, Daniel G. Exploring Management. 6th ed. John Wiley & Sons, 2017, 348 p. ISBN: 978-1-119-53760-1
9. WILKINSON, Adrian et al. The Oxford Handbook of Management. Oxford University Press, 2017, 571 p. ISBN 978-01-9870-861-2.

### **Syllabus:**

Thematic definition of lectures:

1. Characteristics and basic background of management. Nature, meaning and tasks of management. The content of management, including the individual functions. Descriptive and normative theory. A systems approach to management. Managerial roles and skills. Managerial competencies. Manager profile. Manager education.
2. Main concepts of management. Historical foundations of management. Modern approaches to management: classical, behavioral, modern, empirical school of management, situational approach. Territorial differences in management development. Management in a global environment. New management concepts. Specific management methods and concepts.
3. Managerial decision-making. The essence and place of decision-making in management. Elements of the decision-making process. Characteristics and types of decision-making processes and decisions. Stages of the decision-making process. Ways of preparing and taking a decision. Decision-making methods.
4. Information and information system. The essence and meanings of the term information. The importance of information for the work of a manager. Lack and excess of information. Classification, aspects, types, sources of information. Information activities and information system. Division of information system, essence, and role. Requirements for an effective information system.
5. Strategy and its implementation. Differences and common features of strategy and tactics, classification, and types of strategies. The personality of a strategic manager. Horizontal and vertical structure of strategic management. Corporate, entrepreneurial, functional, and competitive strategy. Strategic management process. Formulation of goals and strategies. Implementation and evaluation of the strategy.
6. Planning. The essence, content, and reasons for planning. Integrated business planning system. Types of plans, including a business plan. Functional components of plans. Algorithm for creating business plans. Qualitative and quantitative planning methods and techniques.
7. Organizing as a function of management. Organizational differentiation and organizational integration of activities. The process of organizing. Creation of organizational structures. Mechanistic and organic types of organizational structures. Centralization and decentralization. Formality and informality of relationships. Tendencies of development of organizational structures.
8. Management control. Stages of the control process, classification of control. Traditional and modern techniques, methods, and procedures of control. Requirements for an effective control system. Relationship among control, monitoring and controlling.
9. Human resources management. Content, tasks, theoretical basis of human resources management. Human resources planning and provision. Personnel functions in the company. Evaluation of work performance. Remuneration of employees, benefits. Personnel marketing and personnel audit. Personnel development, education, and career management. Current trends in changes in human resource development, including workplace diversity.

10. The essence and content of the leadership function of people, leadership styles. Contrast between manager and leader. Authority and power and its resources. Approaches to effective people management. Coaching and mentoring.
11. Communication in management. Structure, types, forms, means, types of managerial communication. Verbal and nonverbal communication. Communication competencies and communication skills. Principles of effective managerial communication. Teamwork.
12. Employee motivation. The meaning and content of motivation, stimulation. Behavior of people in the organization, individual and group motivation. The process of motivation. Content and process theories of motivation. Integrative approach in motivation. Motivational programs. Basis of application and approaches used in current motivation programs.
13. Ethics in management. Social responsibility and sustainability. Internal and external social environment of the organization. Ethical standards and codes of ethics. Institutionalizing and improving the effectiveness of standards.

Thematic definition of exercises:

1. Introduction to management issues. Content and management background. The essence, meaning and tasks of management. Management functions. Manager and his profile. Managerial roles. Managerial competencies.
2. Origin, development, and main approaches in management. Analysis of classical and contemporary management concepts in the world. Management in a global environment. New concepts and methods of management.
3. Decision-making processes in management. Types of decision-making situations. Decision-making methods.
4. Information and information system. Nature and classification of information. Division of information systems and their use in managerial practice.
5. Strategic management. Classification and types of strategies. Business environment analysis, formulation, implementation and evaluation and control of strategies.
6. Planning. Goals, resources, activities in the company. Nature and types of plans. Time and object criterion of division of plans. Information for the needs of the plan. Control techniques, methods, and procedures.
7. The essence and content of the organization and organizational structure. Creating the organizational structure of the company. The essence and dimensions of the organizational structure. Divisional structures. Matrix structures.
8. Management control. Types of control. Control techniques, methods, and procedures.
9. Human resources management. Job analysis, recruitment activities, selection of employees. Personnel development, remuneration of employees.
10. Leading of people. Content, leadership styles. Transformational and transactional leadership style. Visionary and team leadership. Coaching and mentoring.
11. Communication. Interpersonal and managerial communication. Intra-company communication. Communication skills - active listening, assertiveness, empathy. Teamwork.
12. Motivation. Content of motivation and stimulation. Motivational tools. Behavior of people in the organization. Theories of motivation.
13. Ethics in management. Social responsibility and sustainability. Analysis of participants as part of corporate social responsibility. Reporting and measuring social responsibility.

**Language whose command is required to complete the course:**

**Notes:**

**Assessment of courses**

Total number of evaluated students: 59

A	B	C	D	E	FX
8.47	13.56	22.03	28.81	16.95	10.17

**Lecturer:** doc. Ing. Zuzana Skorková, PhD., doc. Ing. Juraj Mišún, PhD., doc. Ing. Jana Blštáková, PhD., prof. Ing. Nadežda Jankelová, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21043/21	<b>Title of course:</b> Management Decision-Making (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KM FPM/MMB21027/21-Management	
<b>Requirements to complete the course:</b> 20% elaboration and presentation of a semester project; 15 % written work (examples); 5% continuous assignment; 60% final exam	
<b>Student workload:</b> 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 13 h, semester project 26 h, preparation for the exam 65 h)	
<b>Teaching results:</b> <b>Knowledge</b> A comprehensive look at the issue of managerial decision-making with respect to current knowledge and trends in this area and with respect to the dynamics of the external and internal environment. Qualified orientation in theoretical approaches of decision-making in relation to sustainable business development. Understanding the key conceptual apparatus in relation to different types of decision-making and the different stages of the decision-making process. Acquisition of knowledge in terms of normative and descriptive theories of decision-making. Understanding the psychological aspects of decision-making in the context of behavioral economics. Understanding the interrelationships between decision-making and other management functions..	
<b>Competence</b> <ul style="list-style-type: none"> <li>• to use a set of knowledge about procedures, methods, techniques of decision-making in managerial practice,</li> <li>• identify, analyse and apply the acquired knowledge in solving decision-making problems in enterprises,</li> <li>• apply the tools, methods and procedures of managerial decision-making, supporting the different phases of the decision-making process and implement a quality decision,</li> <li>• to guide the activities of business units, teams and individuals in decision-making processes to achieve set objectives,</li> <li>• understand and suggest ways of rational problem solving,</li> <li>• combine and integrate knowledge from managerial decision-making with knowledge from related social science disciplines</li> </ul>	
<b>Skill</b>	

- conceptually solve decision-making problems in the enterprise, identify priorities, tendencies and probabilities of development, and understand things in relation to each other,
- formulate decision problems,
- apply specific methods and procedures of managerial decision-making in practice,
- make decisions under certainty, risk or uncertainty,
- creatively generate new variants of problem solving,
- make individual, team and group decisions,
- make decisions under conditions of bounded rationality,
- use information technology in decision-making,
- model decision-making processes.

**Indicative content:**

Thematic definition of lectures:

1. Decision-making process and its basic elements.
2. Decision theories and rationality in decision-making.
3. Structure of the decision-making process.
4. Decision-making methods and their classification.
5. Psychological aspects of decision-making.
6. Methods of decision-making under conditions of certainty.
7. Methods of decision-making under risk conditions.
8. Methods of decision-making under uncertainty.
9. Modelling of decision-making processes.
10. Methods of operational analysis.
11. Subjects of managerial decision-making.
12. Information security of decision-making processes.
13. Expert systems in decision-making.

Thematic definition of exercises:

1. Introduction to managerial decision-making.
2. Group decision-making.
3. Definition of psychological deviance, deeper understanding of selected psychological traps.
4. Stages of the decision-making process.
5. Decision tables.
6. Methods of decision-making under conditions of certainty.
7. Methods of decision-making under conditions of certainty.
8. Methods of determining criteria weights.
9. Methods of decision-making under risk conditions.
10. Methods of decision-making under risk conditions.
11. Methods of decision-making under uncertainty.
12. Methods of operational analysis.
13. Methods of operational analysis.

**Support literature:**

Basic literature:

1. REMEŇOVÁ, Katarína - JANKELOVÁ, Nadežda. A Descriptive Approach to Decision Making and the Decision-Making Style. 1. Auflage. Hamburg : Verlag Dr. Kovač, 2019. Innovative Betriebswirtschaftliche Forschung und Praxis, Band 511, 139 p. ISBN 978-3-339-11218-7.

Supplementary literature:

1. PREUSCHOFF, Kerstin – MOHR, Peter N. C – HSU, Ming. Decision Making under Uncertainty. Lausanne: Frontiers Media SA, 2015, 143 s. ISBN 978-2-8891-9466-7.

2. KOCHENDERFER, J. Mykel. Decision Making Under Uncertainty: Theory and Application. Cambridge: MIT Press, 2015, 323 s. ISBN 978-0-2620-2925-4.
3. SAATY, Thomas. Fundamentals of Decision Making and Priority Theory With the Analytic Hierarchy Process. Pittsburgh: RWS Publications, 2000, 478 s. ISBN 978-1-8886-0315-6.
4. BOUYSSOU, Denis – DUBOIS, Didier – PRADE, Henri – PIRLOT, Marc. Decision Making Process: Concepts and Methods. Chichester: John Wiley & Sons, 2013, 982 s. ISBN 978-1-1186-1952-0.
5. MARTIN, N. Thomas. Smart Decisions: The Art of Strategic Thinking for the Decision Making Process. Hampshire: Palgrave Macmillan, 2016, 185 s. ISBN 978-1-1375-3700-3.

### **Syllabus:**

Thematic definition of lectures:

1. Decision-making process and its basic elements. Definition of the concept and place of decision-making and the decision-making process in management, the connection and linkage with other managerial functions. A brief introduction to the concepts of decision-making methods and the stages of the decision-making process. Explanation of the basic decision matrix model with a focus on the requirements that must be met by a set of decisions alternatives, environmental states and consequences. Explanation of the principle of dominance with practical application.
2. Decision theories and rationality in decision-making. Normative and descriptive direction in decision-making. Factors influencing rationality in decision-making. Identifying barriers to rationality. Principles of decision-making. Classification of decision-making processes.
3. Structure of the decision-making process. Definition of the phases of the decision-making process, clarification of their meaning and different perspectives on the structure of the decision-making process.
4. Decision-making methods and their classification. Description and explanation of the use of exact, empirical and heuristic methods of decision-making. Definition of the fundamental of decision tables and the principles of their compilation. Clarifying the structure of decision tables and defining the types of decision tables.
5. Psychological aspects of decision-making. Their definition in the context of descriptive decision theories. Explanation of behavioural economics and its manifestations in decision-making processes. Definition of psychological deviations, deeper understanding of selected psychological traps. Defining intuition and the influence of emotions on decision-making.
6. Methods of decision-making under conditions of certainty. Clarifying multi-criteria decision-making. Explanation of the essence of methods of partial evaluation of variants – weighted ranking method, methods based on direct evaluation of partial utilities, method of linear partial utility functions, base variant method, PATTERN method. Explanation of methods for determining criteria weights – pairwise comparison methods, Saaty's method, Metfessel allocation and other. The fundamental and use of decision networks.
7. Methods of decision-making under risk conditions. The importance of determining the probability of future possible situations with the definition of objective or subjective probability. Clarification of the tools used in terms of risk – expected value rule, probabilistic trees, decision tree method.
8. Methods of decision-making under uncertainty. Explanation of various decision rules under conditions of uncertainty that do not require knowing the degree of probability of occurrence of environmental states – Wald's, Savage's, Hurwicz's and Laplace's rules.
9. Modelling of decision-making processes. Clarification of the phases of the modelling process and modelling tools. Classification of decision models. Defining the stages of model building.
10. Methods of operational analysis. Classification of operational analysis methods with a focus on mathematical programming, structural analysis, network analysis methods and simulation methods. Clarification of linear programming as one of the best developed and applied methods

of mathematical programming. Explanation of general linear programming and distribution problems (transport, assignment problems).

11. Subjects of managerial decision-making. Individual decision-making. Defining decision-making styles. Characteristics of team decision-making, defining the benefits of team decision-making, factors of successful team decision-making and specification of team personalities. Defining group decision-making.

12. Information security of decision-making processes. The definition of information and its need in today's dynamic environment. Clarification of information systems, their fundamentals, role and classification. Focus on management information system and decision support systems.

13. Expert systems in decision-making. Components of expert systems and their functioning. Introducing types of expert systems with a deeper analysis of diagnostic and generative expert systems.

Thematic definition of exercises:

1. Introduction to managerial decision-making. Methodology, course content, credit requirements. Relation to other subjects and other managerial functions.

2. Group decision-making. Case studies – teamwork, team tasks, their contribution in group work. Group decision making, advantages and disadvantages.

3. Definition of psychological deviance, deeper understanding of selected psychological traps – the anchoring trap, the status quo trap, the sunk cost trap, the corroborating evidence trap, the framing trap, the estimation and prediction trap. Pointing out the advantages and disadvantages of intuitive decision-making. The impact of emotions on decision-making.

4. Stages of the decision-making process. Techniques of searching for variants. Case studies – brainstorming, morphological analysis and others.

5. Decision tables. Fundamentals, types, use in practice. Construction of a specific decision table.

6. Methods of decision-making under conditions of certainty. Solving examples for single and multi-criteria decision-making under neutral and complementary relationship between objectives.

7. Methods of decision-making under conditions of certainty. Examples for multi-criteria decision-making under competing objectives. Method of goal suppression and claim level determination. Utility analysis. Methods for sub-criteria evaluation of alternatives.

8. Methods of determining criteria weights. Solving complex examples of multi-criteria evaluation of variants.

9. Methods of decision-making under risk conditions. Solving examples to apply the expected value rule and constructing decision trees.

10. Methods of decision-making under risk conditions. Constructing a probabilistic tree. Decision analysis.

11. Methods of decision-making under uncertainty. Application of individual decision rules.

12. Methods of operational analysis. Optimization methods. Solution of transport problems using the North-West corner method, the method of the tabular minimum of transport costs and Vogel's approximation method.

13. Methods of operational analysis. Network analysis. CPM and PERT method.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 20

A	B	C	D	E	FX
10.0	15.0	35.0	20.0	5.0	15.0

**Lecturer:** doc. Ing. Juraj Mišún, PhD., prof. Ing. Nadežda Jankelová, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KM OF/OOA21392/21	<b>Title of course:</b> Marketing (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 8	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20% continuous semester assessment 20% semester work 60% written exam	
<b>Student workload:</b> Workload: 208 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 26 hours Elaboration of a semester project: 26 hours Preparation for written verification of knowledge: 39 hours Preparation for the exam: 65 hours	
<b>Teaching results:</b> By completing the course, students will learn to understand the nature and importance of marketing for business and business management. They will gain knowledge about creating value for the customer and his position in the market. They understand the competition and the individual approach of business entities to it. They will get acquainted with marketing tools and main processes and their specifics. They will gain knowledge about the ways of organization in marketing within and outside the company. They will get acquainted with trends in marketing and its ethical aspects. Graduates of the course will be able to implement the necessary marketing activities, compile marketing programs and put them into practice. They understand the customer and the competition, which are the biggest source of risk and uncertainty in the business. They will learn to create and deliver value to the customer. They understand all product entities and their specific marketing concepts. They can coordinate individual marketing activities in accordance with the development of the marketing environment and competition. Upon successful completion of the course, students will acquire competencies that will enable them to apply for jobs in marketing, business and sales in all types of firms and business. They are able to interact with their customers and business partners in solving tasks and problems in business, trade and marketing. They will acquire a proactive approach to business, trade and marketing activities in a competitive environment.	
<b>Indicative content:</b>	

Introduction to marketing. Marketing as a concept of management and business. Concept 4P and 4C. Marketing environment. Shopping behavior of consumers and organizations. Marketing information system and marketing research. Market segmentation, target market selection and market position creation. Marketing mix - product, price, distribution, marketing communication, people. Marketing management: analysis, planning and strategy, implementation, control and decision making. Marketing as a business function, marketing outsourcing. New (holistic) marketing. Sustainable marketing. Ethics in marketing. Trends in marketing.

**Support literature:**

1. Blythe, J., Martin, J. 2019. Essentials of marketing. Harlow: Pearson Education.
2. Green, M. C., Keegan, W. J. 2020. Global marketing. Harlow: Pearson Education.
3. Wilson, A. 2020. Services Marketing: Integrating Customer Service Across the Firm. New York: McGraw Hill.

**Syllabus:**

1. Marketing - concept, essence, main concepts. 4 P and 4C. Creating value for the customer. Origin and development of marketing. Criticism of marketing. Marketing and other business, enterprise and management disciplines.
2. Marketing environment. External environment. Internal environment. International and global environment.
3. The final consumer market and consumer behavior.
4. Market of organizations and consumer behavior of organizations.
5. Marketing information system. Marketing research.
6. Market segmentation. Selection of target groups. Creating a market position.
7. Product - concept and essence. Product levels. Product life cycle. New product development. Other product entities - services, people, places, ideas and organizations and their marketing concepts.
8. Price in marketing - concept and essence. Price modifications and strategies.
9. Distribution and logistics. Retail. Wholesale. Reverse distribution and logistics. Distribution strategies.
10. Integrated marketing communication. Communication mix tools. Modern tools of marketing communication.
11. Marketing management - analysis, planning, implementation and control. Organizing and making decisions. Modern marketing metrics.
12. Marketing as a corporate function and its organization in the company. People destined for marketing performance. Marketing outsourcing. Marketing in non-profit organizations.
13. Trends in marketing. New (holistic) marketing. Sustainable marketing and corporate social responsibility. Ethics in marketing.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Katarína Chomová, PhD.

**Date of the latest change:** 23.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Baumöhl, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Naqibullah Daneshjo, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Ferdinand Daňo, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Peter Drábik, PhD., MSc., Person responsible for the delivery, development and quality of the study programme prof. Ing. Eva Hanuláková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Economic Informatics	
<b>Course code:</b> KMA FHI/MIC21010aj/21	<b>Title of course:</b> Mathematics for economists
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> The semester work - the written test - 30%, The final written test (theory and examples) - 70%	
<b>Student workload:</b> Total study load in full-time study (in hours): Participation in lectures - 26 Participation in exercises - 26 Preparing for exercise - 26 Preparation for written test - 26 Exam Preparation (theory) - 26 Exam Preparation (examples) - 26 Total load – 156	
<b>Teaching results:</b> Teaching results: Knowledge: basic knowledge of linear algebra (vectors, matrices, systems of linear equations) and basic knowledge of differential and integral calculus. Skills: be able to solve basic problems of linear algebra, solve basic problems of differential and integral calculus with the use of appropriate open-source software systems, apply this issue in economic analysis. Competences: independently acquire new knowledge and actively expand their mathematical knowledge, awareness of the need to use quantitative (mathematical) methods in economic applications.	
<b>Indicative content:</b> Introduction to the linear algebra. Matrices. Systems of linear equations. Function of one variable. Functions of economic analysis. Limit and continuity of function. Asymptotes. Differential calculus of functions of the one variable. Marginal values. Elasticity of function. Graphing functions by characteristic points. Local extremes of functions and economic applications. Function of several variables. Differential calculus of functions of several variables. Functions of economic analysis. Homogeneous function. Partial derivatives. Economic applications of partial derivatives - marginal values, total differential and partial elasticity. Local and bound extremes and economic applications. Integral calculus - indefinite and definite integral in economic applications.	

**Support literature:**

1. MECKES, E. S. - MECKES, M. W. Linear Algebra. Cambridge University Press, 2018.
2. ALESKEROV, F.- ERSEL, H. - PIONTKOVSKI, D. Linear Algebra for Economists. Berlin: Springer, 2011.
3. ROSS, K. A. Elementary Analysis. The Theory of Calculus. Second Edition. New York: Springer, 2013
4. SWIFT, L. - PIFF, S. Quantitative Methods for Business, Management and Finance. Fourth Edition. New York: Palgrave Macmillan, 2014.

**Syllabus:**

Syllabus:

1. Linear algebra. Arithmetic vectors (linear combination, dependence and independence). Economic interpretation of vector algebra. Matrix (transposed, unit, upper (lower) triangular, stepped, reduced stepped). Matrix operations (sum, difference, multiplication). Equivalent row adjustments to the matrix.
2. Matrix rank (equivalent adjustments). Matrix determinant. Inverse matrix (equivalent adjustments). Matrix equations. Economic interpretation of matrix algebra.
3. System of linear equations. Frobeni's theorem. Gaussian elimination method (homogeneous and inhomogeneous system). Use of software in solving problems from linear algebra.
4. Definition of a function of one real variable. (graphs of elementary functions, functional rule transformations, inverse function, domains), function of total cost (revenue, profit) and average costs (revenue, profit). Demand function.
5. Definition of function limits. Limit of a function in one's own and in one's own point. Unilateral limits. Continuity of function. Asymptotes of a function graph.
6. Differential ratio and derivation of a function of one real variable. Derivatives of elementary functions. Derivation of sum, difference, product, proportion and derivation of a compound function. Higher order derivatives. L'Hospital's rule.
7. Economic interpretation of derivation and differential. Marginal quantity, elasticity and economic interpretation.
8. Monotonicity of the function. Local extremes of function. Optimization tasks: Maximizing profit and minimizing average cost.
9. Convexity and concavity of a function. Inflection point. The concept of a function of two or more variables. Economic analysis functions (function of total cost, revenue, profit, demand function). Homogeneous function and economic interpretation (production function).
10. Partial derivatives. Higher partial derivatives. Marginal quantity, total differential and economic interpretation.
11. Partial elasticity of demand and economic interpretation. Definition of local extreme. Necessary and sufficient condition for the existence of a local extreme. Economic applications.
12. Bound extremes and economic applications.
13. Introduction to integral calculus.

**Language whose command is required to complete the course:**

english

**Notes:****Assessment of courses**

Total number of evaluated students: 28

A	B	C	D	E	FX
14.29	0.0	14.29	10.71	57.14	3.57

**Lecturer:** prof. RNDr. Katarína Sakálová, CSc.

**Date of the latest change:** 10.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC210236/21	<b>Title of course:</b> Microeconomics (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 7	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English)	
<b>Requirements to complete the course:</b> 40 % semester work, 60 % combined examination	
<b>Student workload:</b> 182 h (Lectures participation 26 h, active seminar participation 26 h, preparing for the seminar 30 h, preparing for mid-term test 36 h, preparing for final exam 64 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"> <li>• Acquisition of systematic knowledge of microeconomic analysis and microeconomic models in the decision making of market subjects (individuals, firms and government)</li> <li>• Developing of knowledge and understanding of goods and services market, production input markets as well as market failures in the form of different market structures.</li> </ul> Competence: <ul style="list-style-type: none"> <li>• Analyzing of microeconomic market functioning, market equilibrium and exchange.</li> <li>• Knowledge acquirement of consumer behavior and utility theory, as well as firm behavior, output of production and costs.</li> <li>• Different types of market structure analyzing (perfect competition, oligopoly, monopoly).</li> <li>• Perfect and imperfect competition market subject's behavior analyzing.</li> <li>• Microeconomic principle effective application in company's decision making.</li> </ul> Skill: <ul style="list-style-type: none"> <li>• Identify and establish economic equilibrium on national and international markets.</li> <li>• Determine optimal consumption strategy of consumer's that provides maximum utility within the consumer's income.</li> <li>• Determine individual demand function and identify demand sensitivity on changes of external parameters.</li> <li>• Determine the firm's supply volume and price per unit of production in context of profit maximization on perfect competitive, monopoly or oligopoly market.</li> <li>• Determine the maximum volume of production at given prices of production factors and given total cost level, as well as determine the minimum cost for a given volume of production and price of production inputs.</li> </ul>	
<b>Indicative content:</b>	

Thematic definition of lectures:

1. Introduction to microeconomics
2. Demand and supply on the goods and services market
3. Consumer's theory part I – consumer's preferences
4. Consumer's theory part II – optimal consumption strategy
5. Consumer's demand analysis and concept of demand elasticities
6. Production theory part I – Production function with one variable input
7. Production theory part II – Production function with more variable input
8. Cost theory
9. Perfectly competitive market part I – Introduction in competitive markets
10. Perfectly competitive market part II – Perfect competitive market application
11. Monopoly – Characteristics and application of the monopoly market structure
12. Oligopoly part I – Definition of oligopoly markets
13. Oligopoly part II – Oligopoly model's application and comparison

Thematic definition of exercises:

1. Familiarization of students with the system of work on the exercises, with the required literature, conditions for successful completion of the course.
2. Identification of requirements for the economic system, creation of equilibrium in the market of goods and services, analysis of market equilibrium in changes of exogenous influences on demand and supply.
3. Interpretation of total and marginal utility functions, construction of indifference curves and their properties, identification of consumer preference properties for different types of utility functions, calculation and interpretation of the marginal rate of consumer substitution and its link to consumer preferences.
4. Calculation and interpretation of the consumer's optimal consumption strategy in multiple goods consumption, using of the concept of marginal utility in the search for the optimal consumption strategy, changing in consumer decision making when exogenous variables (prices and income) changes.
5. Derivation of the price-consumption (PCC), income-consumption (ICC) and Engel curves (EC) from individual consumer demand. Calculating and interpreting own-price, cross-price and income elasticities of demand.
6. Production function with one variable input.
7. Solving case studies for production functions with two variable inputs - the importance of minimizing the cost of a given volume of output, maximizing output at a given level of cost spent on inputs, maximizing profit with respect to inputs in the production process.
8. Identification of the short-run cost of output from the production function.
9. Case studies to determine the firm's profit-maximizing output volume in a perfectly competitive market, identify the firm's short- and long-run supply, determine the price at which the firm stops production, at which it makes a profit, and at which it stays in the market even at a loss.
10. Solving a case study aimed at calculating the equilibrium point in a perfectly competitive market before and after different types of government intervention.
11. Graphical and analytical solution of short- and long-term price and quantity of a monopoly firm.
12. Case studies focusing on Cournot and Stackelberg oligopoly equilibria.
13. Identification of the Bertrand equilibrium and its comparison with the Cournot equilibrium.

**Support literature:**

Basic literature:

1. BESANKO, D. – BRAEUTIGAM, R. R. (2013). Microeconomics. (4th ed.) John Wiley & Sons, 2013. 816s. ISBN 978-1-118-57227-6.
2. STEPHEN, M. Advanced Industrial Economics. 2nd edition. Wiley-Blackwell, 2001. 552 p. ISBN 978-0-631-21757-2.



Supplementary literature:

1. VARIAN, H. R. Intermediate Microeconomic A modern approach. New York: Norton, 2010. ISBN 978-0-393-93424-3
2. NICHOLSON, W. – SNYDER. Ch. M.: Microeconomic Theory: Basic Principles and Extensions. Boston: South-Western College Pub, 2012. 782s. ISBN 978-111-1-52553-8
3. BASS, F. M. - KIRSHNAN, V. - JAIN, D. C. 1994. Why the Bass Model Fits Without Decision Variables. In: Marketing Science. 1994, vol. 13, pp 1319 – 1333, 1999
4. DODDS W. 1973. An application of the Bass model in long-term new product forecasting. In: Journal of Marketing Research, 1973, vol 10, August, 308-311.
5. HSIAO, J. PO-HSUN – JAW, CH. – HUAN, TZUNG-CHENG. 2009. Information diffusion and new product consumption: A Bass model application to tourism facility management. In: Journal of Bussiness Research, 2009, Vol. 62, pp. 690 – 697
6. SCHIFFMAN, L. G. - KANUK, L. L. - HANSEN, H. Consumer behaviour: A European Outlook. Essex: Pearson Education Limited. 2008
7. KINTLER, J. - GRISÁKOVÁ, N.. Demand Factors Analysis of the Pharmaceutical Products Consumption In Slovakia. In Ekonomika a manažment : vedecký časopis Fakulty podnikového manažmentu Ekonomickej univerzity v Bratislave. - Bratislava : Fakulta podnikového manažmentu Ekonomickej univerzity v Bratislave, 2018. ISSN 2454-1028, 2018, roč. 15, č. 1, s. 31-40.

**Syllabus:**

Thematic definition of lectures:

1. Introduction to microeconomics

Definition of the basic conceptual apparatus of Microeconomics, explanation of contrast of the two main branches of economics – microeconomics and macroeconomics. Describing the three main analytical tools of microeconomic analysis – constrained optimization, equilibrium analysis and comparative statistics. The lecture also includes explanation of the difference between positive and normative analysis as well as examples based on real market conditions for all the concepts and tool presented.

2. Demand and supply on the goods and services market

Describing of three building blocks of supply and demand analysis – demand curves, supply curves and the concept of market equilibrium. Analyzing how changes in exogenous variables shift the demand and supply curves and thus change the equilibrium price and quantity.

3. Consumer's theory part I – consumer's preferences

Introduction to consumer's decision making. Explanation of basic assumptions about consumer preferences: preference are complete, transitive, more is better, as well as utility function construction. Cardinal and ordinal ranking of preferences. Application of utility function and marginal utility in the analysis of consumer's preferences for single and multiple goods consumption. The concept of the marginal rate of substitution and its use in consumer's preference analysis.

4. Consumer's theory part II – optimal consumption strategy

Consumer's constraints on the field of utility maximization. Construction and importance of budget constraint, factors influencing the shift and slope of budget constraint, identification of consumer's basket which are permissible in the field of consumer's budget. Linking consumer's utility and budget constraint in the design of an optimal consumption strategy, its calculation and graphic interpretation. Derivation of the individual demand function.

5. Consumer's demand analysis and concept of demand elasticities

The impact of changes in exogenous variables (prices and income) on optimal consumer's strategy. Derivation, interpretation and meaning explanation of the Price-Consumption Curve (PCC), Income-Consumption curve (ICC) and Engel Curve (EC). Explanation of the concept of elasticity, computation of price, cross-price and income elasticities and their relevance to decision

making. Explanation how price elasticity of demand is related to total revenue. Describing the factors influencing the elasticity of demand, indicating why the short-run price elasticities of demand may differ from the long-run price elasticity of demand.

#### 6. Production theory part I – Production function with one variable input

Explanation of short and long-run time period in the field of fix and variable production inputs. Productions technologies and production functions definition. Identification and definition of total, marginal and average production with one variable production input. Describing the relations between these functions. The concept of diminishing marginal returns, identification of the three stage of production and their importance in deciding about level of variable input used in production process.

#### 7. Production theory part II – Production function with more variable input

Describing the production function with two variable input, demonstrating how a production function with two variable inputs can be represented by isoquants. Properties of production isoquants, and their derivation from production function. An explanation of both the marginal rate of technical substitution and its relation to the marginal product of variable input. Derivation and meaning of the isocost line, influence of exogenous variables on the isocost line. Optimization of variable production input in the field of output maximization, cost minimization and profit maximization.

#### 8. Cost theory

Identifying and application of different cost concepts that figure in a firm's decision making, including explicit versus implicit costs, opportunity costs, economic versus accounting costs, and sunk versus nonsunk costs. The difference between the long-term and short-term costs, their interconnection and the relationships between them. Linking the costs on production inputs, production function and total cost function. Pointing out and explaining the difference between average and marginal costs, identifying the economies of scales.

#### 9. Perfectly competitive market part I – Introduction in competitive markets

Explaining both the conditions of competitive market structure and consequences of its failure. Profit maximization in a perfectly competitive market, determination of the price from which the firm makes a profit, loss and stops its production together with graphical interpretation of the above situations. Derivation of the firm's individual supply function and formation of the market supply. Demonstration the link between consumer theory, theory of the firm and equilibrium in a perfectly competitive market.

#### 10. Perfectly competitive market part II – Perfect competitive market application

An analysis of the consequences of different types of government intervention in a perfectly competitive market. Clarification of the concept of producer's surplus, consumer's surplus, deadweight loss and reallocation of resources following different types of government inventions.

#### 11. Monopoly – Characteristics and application of the monopoly market structure

Characteristics of monopoly market, explanation how a monopoly chooses output (and price) from short and long run in maximizing its profit. Determination of monopoly output volume (and price) in case of government regulation of monopoly – taxation of monopoly by sales tax, production volume tax and profit tax. Price differentiation of monopoly – its meaning and forms. Expression of the monopoly equilibrium point through the relationships between market price, marginal revenue and elasticity of demand – the Amonos-Robinson relationship. Comparison of a perfectly competitive market and a monopoly market.

#### 12. Oligopoly part I – Definition of oligopoly markets

Describing the conditions that characterize different types of market structures, including oligopoly markets, dominant firm markets, and monopolistically competitive markets. Explanation of importance and derivation of reaction functions in duopolist profit maximization. Cournot's oligopoly model – its characteristics, meaning, solution and graphical interpretation via reaction functions and iso-profit curves. Stackelberg's oligopoly model in the case of

quantitative leadership of one of the firms operating in the market, identification of Stackelberg's disequilibrium.

### 13. Oligopoly part II – Oligopoly model's application and comparison

Describing the oligopoly price competition when each firm chooses a profit-maximizing price, given the price set by the other firm. Bertrand model of oligopoly – its construction, advantages, disadvantages, identification of Bertrand equilibrium in the case of homogeneous production of oligopolists. Oligopoly equilibrium in the case of price leadership. Comparison of Cournot, Bertrand and Stackelberg oligopoly equilibria.

Thematic definition of exercises:

1. Familiarization of students with the system of work on the exercises, with the required literature, conditions for successful completion of the course. Part of the exercise is also a repetition of basic mathematical concepts, relations and principles that will be necessary for the creation of microeconomic analyses during the semester.
2. Identification of requirements for the economic system, creation of equilibrium in the market of goods and services, analysis of market equilibrium in changes of exogenous influences on demand and supply. Foreign exchange possibilities, conditions for export and import of goods, derivation of export and import function, equilibrium in the international market.
3. Interpretation of total and marginal utility functions, construction of indifference curves and their properties, identification of consumer preference properties for different types of utility functions, calculation and interpretation of the marginal rate of consumer substitution and its link to consumer preferences.
4. Calculation and interpretation of the consumer's optimal consumption strategy in multiple goods consumption, using of the concept of marginal utility in the search for the optimal consumption strategy, changing in consumer decision making when exogenous variables (prices and income) changes. Possibilities of deriving the individual consumer demand curve, its interpretation and importance in the formation of market demand. The impact of the introduction of taxes and subsidies on the optimal consumption strategy.
5. Derivation of the price-consumption (PCC), income-consumption (ICC) and Engel curves (EC) from individual consumer demand. Calculating and interpreting own-price, cross-price and income elasticities of demand. Identifying the type of demand and goods based on the elasticity values and the shape of the demand function, PCC, ICC and EC curves. Demonstration of the linkage and dependence of the shapes of the above curves and demand elasticities.
6. Production function with one variable input. Derivation and interpretation of the total, marginal and average production function of a variable input. Interpretation and calculation of the elasticity of production, the relationship between its value and the three stages of production. A case study focusing on the path of total, marginal and average variable production input, their graphical representation, identification of increasing, diminishing marginal returns, diminishing total returns and the three stages of production, their interpretation and importance in firm decision making.
7. Solving case studies for production functions with two variable inputs - the importance of minimizing the cost of a given volume of output, maximizing output at a given level of cost spent on inputs, maximizing profit with respect to inputs in the production process. Interpretation, meaning and calculation of returns to scale for different types of production functions. Comparison of some special types of production functions used in microeconomic analysis - linear, Cobb-Douglas, Leontief production function and production function with constant elasticity of substitution.
8. Identification of the short-run cost of output from the production function. Explaining the progression and deriving the shapes of a firm's average and marginal costs. Solving a case study focusing on a firm's short-run costs, identifying the relationship between returns to scale and long-run costs. Identifying opportunities for economies of scale for different cost functions.

9. Case studies to determine the firm's profit-maximizing output volume in a perfectly competitive market, identify the firm's short- and long-run supply, determine the price at which the firm stops production, at which it makes a profit, and at which it stays in the market even at a loss. Explaining the reasons and causes for staying in the market even if it makes a loss. Determination of the equilibrium quantity of output supplied to the market by an individual firm and the volume of output at the market level.
10. Solving a case study aimed at calculating the equilibrium point in a perfectly competitive market before and after different types of government intervention. Calculation of producer, consumer surplus and deadweightloss, demonstration of resource reallocation and evaluation of the effectiveness of government intervention in market equilibrium. Graphical interpretation of the analyzed problems.
11. Graphical and analytical solution of short- and long-term price and quantity of a monopoly firm. Equilibrium point of monopoly in the case of sales tax, production volume tax and profit tax. Share of monopoly and consumers in government tax revenues. Calculation of the monopoly's output when price differentiation is applied. Comparison of perfectly competitive and monopoly markets.
12. Case studies focusing on Cournot and Stackelberg oligopoly equilibria. Derivation of response functions of oligopolistic firms, computation of profit maximizing output of oligopolists in both types of equilibria, identification of Stackelberg equilibrium and equilibrium in the case of collusive behavior of oligopolists.
13. Identification of the Bertrand equilibrium and its comparison with the Cournot equilibrium. Explaining and showing why and how the Bertrand and Cournot equilibria differ. Identifying the equilibrium in an oligopolistic market with a dominant firm.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 17

A	B	C	D	E	FX
35.29	11.76	0.0	17.65	23.53	11.76

**Lecturer:** doc. Ing. Nora Grisáková, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blžtáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava											
<b>Faculty:</b> Faculty of National Economy											
<b>Course code:</b> KET NHF/NNE21103/21			<b>Title of course:</b> Microeconomics								
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present											
<b>Number of credits:</b> 6											
<b>Recommended semester/trimester of study:</b> 1., 3.											
<b>Degree of study:</b> II., N											
<b>Prerequisites:</b>											
<b>Requirements to complete the course:</b>											
<b>Student workload:</b>											
<b>Teaching results:</b>											
<b>Indicative content:</b>											
<b>Support literature:</b>											
<b>Syllabus:</b>											
<b>Language whose command is required to complete the course:</b>											
<b>Notes:</b>											
<b>Assessment of courses</b> Total number of evaluated students: 15											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
13.33	0.0	0.0	33.33	26.67	6.67	20.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b>											
<b>Date of the latest change:</b> 13.02.2023											
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the											

study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD., Person responsible for the delivery,  
development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KBaMF NHF/ NNC21053/21	<b>Title of course:</b> Monetary Theory and Policy
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10% teamwork 20% midterm 70 % final written exam Total study load (in hours): 26 hours - lectures attendance 26 hours - seminars attendance 13 hours - preparation for seminars 15 hours - preparation for teamwork 25 hours - preparation for midterm 51 hours - preparation for final written exam	
<b>Student workload:</b>	
<b>Teaching results:</b> By completing this course the student should gain the following knowledge, competences and skills: a) to demonstrate the knowledge of complex terminology of monetary policy b) to understand theoretical background in the area of money demand and supply, money balance, institutional, strategical and operational framework of monetary policy c) to communicate on professional level about monetary affairs d) to demonstrate the ability to create own opinion on monetary development and to take critical stance to real development e) to demonstrate the creativity in proposing the solutions f) to find interconnections between monetary policy and other elements of economic policy g) to be able to absorb the newest knowledge in monetary theory and policy and to expand own possibilities of rational thinking about the monetary development in the global economy h) to demonstrate the ability to work in team i) to select and to use appropriate techniques and research methods j) to be able to collect, to select and to analyze data k) to take critical stance towards own results as well as to the results of other researchers l) to formulate understandable and compelling presentations of own results	

m) to demonstrate creativity and intellectual curiosity in this specialisation and to utilize them in following study or research

**Indicative content:**

1. Theoretical and empirical definition of money – characteristics of money and currency, types of money, internal and external purchasing power of money, teoretical definition of money, empirical definition of money, monetary agregates
2. Money demand theories – traditional and modern theories
3. Money supply – sources and usage of monetary base, creation of money supply, process of money multiplication
4. Money balance and flation as violation of money balance – definition of money balance, different types of inflation, deflation and their consequences on monetary policy, measurement of inflation - CPI, HICP, deflator of GDP, inflation targeting
5. Goals, types and rules of monetary policy
6. Strategies of monetary policy – basic, modified and modern transmission mechanisms – monetaristic, interest rate, foreign exchange rate transmission mechanisms, financial accelerator, GDP gap, inflation targeting and modern transmission mechanisms
7. Conventional and unconventional monetary policy
8. Position of central banks in market economy with application on ECB, FRS, BOJ and BOE – independence, functions and goals of central banks
9. Teoretical definition of monetary tools funcionality – direct and indirect monetary tools
10. Monetary tools of Eurosystem, FRS, BOJ and BOE
11. Monetary and foreign exchange policy – foreign exchange interventions, management of foreign exchange economy, importance of foreign exchange reserves
12. Central bank and supervision of financial system in relation to financial stability
13. Relationship between monetary and fiscal policy – public debt and deficit in terms of monetary theory and policy, coordination of monetary and fiscal policies in EU and in the world

**Support literature:**

1. Kotlebová, J. – Sobek, O.(2007) Menová politika – stratégie, inštitúcie a nástroje. Bratislava: Iura Edition 2007, ISBN 978-80-8078-092-0
2. Revenda, Z. (2011) Centrální bankovníctví. Management Press 2011, ISBN 978-80-7261-230-7
3. Revenda, Z. a kol. (2011) Peňažní ekonomie a bankovníctví. Management Press 2011, ISBN 978-80-7261-240-6
4. Jílek, J. (2004) Peníze a měnová politika. Praha: Grada Publishing 2004, ISBN 80-247-0769-1
5. Mishkin, F. S. (2012) The Economics of Money, Banking, and Financial Markets. Scott, Foresman and Company 2012, ISBN 978-01-3277-024-8
6. Eatwell, J. - Milgate, M. – Newman, P. (1989) Money. The Macmillan Press Limited 1989, ISBN 978-0-393-95851-5
7. Croushore, D. (2011) M&B. South Western, 2011 ISBN 978-11-1182-335-1
8. Handa, J.(2009) Monetary Economics. London: Routledge 2009, ISBN 978-04-1577-210-5
9. Set of case studies provided to students before each seminar

**Syllabus:**

**Language whose command is required to complete the course:**

english language

**Notes:**

**Assessment of courses**

Total number of evaluated students: 29



A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	6.9	3.45	13.79	62.07	13.79	0.0	0.0	0.0	0.0

**Lecturer:**

**Date of the latest change:** 09.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Applied Languages	
<b>Course code:</b> KNJ FAJ/VJD21105/22	<b>Title of course:</b> FL 1 - Negotiations in German Language for Advanced Students
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 <b>Per course:</b> 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 3	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Interim evaluation (presentation of projects, seminar papers): 40 % Final evaluation: 60 %	
<b>Student workload:</b> 26 hrs – participation on seminars 20 hrs – project (seminar paper) preparation 32 hrs – preparation for exam	
<b>Teaching results:</b> Language knowledge: The course emphasizes the development of professional vocabulary in the English language. Upon successful course completion, the student will be able to use specific formal phrases, terms, words and abbreviations used in contemporary business communication. The student will gain knowledge of basic strategies and tactics of business negotiations with an emphasis on success and efficiency as well as knowledge of the various points of the negotiation process. Language skills: The student will acquire an individual negotiation style, at an appropriate linguistic level, by practising real negotiation situations. In terms of business correspondence, the student will be able to develop different styles of writing letters, reports, memoranda, and other specific business-related content. Emphasis will be placed on developing a variety of styles, i.e. documents and content for all occasions, and the ability to be able to compare these with standard drafts or templates available from authentic sources as a means of building trust between business partners. Language competences: The student will learn about cultural and cross-border differences that have a significant impact on business negotiations. The student will also understand different strategic decisions and interpersonal skills.	
<b>Indicative content:</b> <ol style="list-style-type: none"><li>1. Introduction to negotiation.</li><li>2. Interview, discussion, negotiation.</li><li>3. Initial contacts with the business partner, company presentation, product presentation.</li><li>4. Preparation for business negotiation.</li><li>5. Start of business negotiation, small talk.</li><li>6. Business negotiation, agenda, course of negotiation.</li><li>7. Expressing one's own opinion on the content of negotiation, argumentation.</li></ol>	

8. Argumentation.
9. Negotiating the terms of the contract.
10. Business case.
11. Business contract.
12. Conclusion of business negotiation, compromise, joint resolution.

**Support literature:**

ONDRČKOVÁ, E. (2010): Obchodné rokovania v nemčine. Sprint.  
 EISMANN, V. (2006): Erfolgreich in Verhandlungen. Cornelsen.  
 PORTNER, J. (2010): Besser Verhandeln. Gabal Verlag.

**Syllabus:**

**Language whose command is required to complete the course:**

German

**Notes:**

**Assessment of courses**

Total number of evaluated students: 25

A	B	C	D	E	FX
40.0	44.0	12.0	4.0	0.0	0.0

**Lecturer:** PhDr. Milena Helmová, PhD.

**Date of the latest change:** 14.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Ľubomír Čech, CSc.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of International Relations	
<b>Course code:</b> KMEVaHD FMV/ VVA22026/22	<b>Title of course:</b> Negotiations in Diplomatic Practice (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 0 / 4 <b>Per course:</b> 0 / 52 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> The final grade is based on the continuous control of the study during the teaching part of the semester and the practical exam as follow: 40% of the total evaluation of the subject consists of continuous activity during the study. The final evaluation is in the form of a preparation of the event “Model conference” at the University of Economics (60% of the total course evaluation).	
<b>Student workload:</b> participation in seminars 52 h, preparation for seminars 13 h, preparation of the conference 39 h	
<b>Teaching results:</b> The aim of the course is to transfer the theoretical knowledge that students acquired during the study of diplomacy into practice. The course helps to develop communication and negotiation skills, apply knowledge in the field of protocol, acquire skills in the field of marketing communication, but also gain the necessary knowledge in the field of fundraising. The result of the course is the organization of the Model Conference. The format of the model conference consists of the negotiation teams and the organizational team. During the semester, students discuss topics they have chosen in advance. It is the autonomy of the decision, which is left almost exclusively to the students, that is the most characteristic feature of the project. The members of the organizing team are directly involved in the organization not only of the final plenary session, but also of all accompanying events. <b>Knowledge</b> During the study of the course, students will acquire knowledge in the field of negotiation techniques, negotiation theory as well as the preparation of model conferences around the world. <b>Competence</b> The graduate of the course will gain competence in the field of international negotiations. He will be able to participate in the preparation of such events, he will be able to obtain financial and media partnerships. He will be able to apply several negotiation techniques in order to reach a certain agreement. He will be proficient in factual argumentation. <b>Skills</b> By completing the course, the student will gain: <ul style="list-style-type: none"> <li>- Knowledge of the theory of negotiations</li> <li>- Knowledge of negotiation techniques as well as possible negotiations errors that must be avoided</li> <li>- Complete insight into the issues of the chosen topic (economic, environmental, cultural, political)</li> </ul>	

- Ability to argue factually and formulate its position in the negotiation process
  - Knowledge of project submission and obtaining financial partnerships
  - Expand knowledge and skills in the field of media partnership and PR –
- They will learn to organize an international event
- Acquire knowledge about protocol procedures at the highest diplomatic level

**Indicative content:**

Introductory joint lesson. Work in individual sections. Discussion of problems. Discussion on the first draft for the negotiating teams. Discussion. Discussion. Organization of round tables by invited experts in the form of discussion. Joint lecture for negotiating teams. Negotiations in the English language. Negotiations in the English language. Evaluation of negotiations. Final joint lesson. Final negotiations in the Assembly Hall of the University of Economics.

**Support literature:**

MEERTS, P. 2017. Diplomatic Negotiations: Essence and Evolution. Clingendael Institute 978-9-461-08781-2

GALLUCCIO, M. 2015. Handbook of International Negotiation. Springer. ISBN 978-3-319-10687-8

KILMAN, N R. THOMAS, K. 2008. Thomas-Kilman Conflict Mode Instrument. Profile and Interpretive Report.

FISHER, R., URY, W. 1981. Getting to Yes: Negotiating Agreement without Giving In. Boston: Houghton Mifflin Company. ISBN 0395317576

KISSINGER, H. 1969. The Vietnam Negotiations. In Foreign Affairs, 47: 1

**Syllabus:**

1. Introductory joint lesson - presentation of the model conference project, election of the chairman, brief introduction of the topics of the sections, final division into teams and division of functions within the model conference.
2. Work in individual sections - organizational matters, brief introduction to the topic and the way of work of negotiating teams. Appointment of the section secretary, presentation of their work and division of functions within the negotiating section.
3. Discussion of problems. The presidents will prepare the first draft at home. Negotiating teams will prepare the first opinion of their states. Proposing experts for round tables.
4. Discussion on the first draft for the negotiating teams. Designing experts for round tables.
5. Discussion. Subsequently, the presidential secretaries, in cooperation with the delegations, work on a draft.
6. Discussion. Subsequently, the presidential secretaries, in cooperation with the delegations, work on a draft.
7. Organization of round tables by invited experts in the form of discussion.
8. Joint lecture for negotiating teams: acquaintance with the rules of procedure and the use of diplomatic English.
9. Negotiations in the English language - preparation for negotiating. Practicing your way of speaking, microphone, etc. Incorporation of voted changes - elaboration of the second draft.
10. Negotiations in the English language.
11. Evaluation of negotiations, incorporation of comments in the draft opinion, delegations at home will draw up second opinions.
12. Final joint lesson - the organizational team informs the state of preparations, evaluation of the semester and drafts. The chairs will present the state of play and the exchange of experience.
13. Final negotiations in the Assembly Hall of the University of Economics.

**Language whose command is required to complete the course:**

English

**Notes:****Assessment of courses**

Total number of evaluated students: 1

A	B	C	D	E	FX
100.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Kristína Baculáková, PhD.**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Ľubomír Čech, CSc.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Economic Informatics	
<b>Course code:</b> KOVE FHI/ IIB21131/22	<b>Title of course:</b> Operations Research I
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 7	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 30 % work at seminars and writing of projects 70 % combined final exam	
<b>Student workload:</b> 182 hours 26 hours lecture attendance 26 hours seminar attendance 26 hours preparation for lectures 26 hours preparation for seminars 26 hours writing a seminar paper 52 hours preparation for final exam	
<b>Teaching results:</b> Upon successful completion of the course, students will acquire the following knowledge: - knowledge of operations research to analyze economic phenomena and processes, - knowledge of operations research to model economic phenomena and processes. - knowledge of operations research to evaluate and set strategies for economic processes. Upon successful completion of the course, students will acquire the following skills: - ability to use models and methods of operations research, - ability to work with adequate software to solve operations research problems. Upon successful completion of the course, students will acquire the following competencies: - practical skills and competences with the application of models and methods of operations research in the analysis of economic problems in the field of economic practice using adequate software.	
<b>Indicative content:</b> 1. Quantitative approach to management. Management and operations research, mathematical models and methods in economics. 2. Classification of standard models and methods. Stages of problem solving. Mathematical apparatus for basic models of operations research. 3. Structural models of the company. Basic structure of the model, direct and full consumption coefficients of internal and external sources. 4. Optimization methods for business management.	

5. Mathematical programming problems. The essence of linear programming.
6. Formulation of linear programming problems. Geometric solution of linear programming problems.
7. Solving linear programming problems by simplex method.
8. Duality in linear programming problems. Economic interpretation of duality.
9. Sensitivity analysis of the optimal solution of the linear programming problem.
10. The essence of distribution problems. Transport problems and their properties.
11. Formulation of balanced and unbalanced transport problems.
12. Solving of balanced and unbalanced transport problems. Problems of degeneration.
13. Different types of assignment problems and solution of these tasks.

**Support literature:**

1. Brezina, I., Pekár, J.: Úvod do operačného výskumu I. Letra Edu. 2018.
2. Brezina, I., Pekár, J.: Úvod do operačného výskumu II. Letra Edu. 2019.
3. Brezina, I., Pekár, J.: Operačná analýza v podnikovej praxi. Bratislava: Vydavateľstvo EKONÓM 2014
4. Ivaničová, Z., Brezina, I., Pekár, J.: Operačná analýza. Bratislava: IURA Edition 2007
5. Chocholatá, M., Čičková, Z., Furková, A.: Operačná analýza. Zbierka príkladov. Bratislava: IURA Edition 2008.
6. Ivaničová, Z., Brezina, I., Pekár, J.: Operačný výskum, IURA Edition, Bratislava 2002
7. Taha, H.A.: Operations Research: An Introduction 10th Edition. Prentice Hall, New Jersey 2017
8. Eiselt, H. A., Sandblom, C.-L.: Operations Research. Springer 2012.

**Syllabus:**

**Language whose command is required to complete the course:**

Slovak

**Notes:**

**Assessment of courses**

Total number of evaluated students: 304

A	B	C	D	E	FX
5.92	8.55	12.83	19.41	45.72	7.57

**Lecturer:** doc. Ing. Michaela Chocholatá, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Michaela Chocholatá, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lukáčik, PhD., Person responsible for the delivery, development and quality of the study programme prof. Mgr. Juraj Pekár, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mária Vojtková, PhD., Person responsible for the delivery, development and quality of the study programme prof. Mgr. Erik Šoltés, PhD.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21028/21	<b>Title of course:</b> Organizational Behavior (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21043/21-Management Decision-Making (in English)	
<b>Requirements to complete the course:</b> 40% activity during the seminar, elaboration and presentation of the project, 60% written exam	
<b>Student workload:</b> 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminar project 26 h, preparation for credit work 26 h, preparation for exam 52 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• A comprehensive view of the organization through an understanding of the principles of interconnection of individual areas of organizational behavior - personal and individual assumptions of the employee, the principles of teamwork and elements of the organization as a whole. Creating a practical perspective on effective process management and leading people with respect to the acquired knowledge.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• be able to use knowledge as individual, group or organizational aspects affect the possibilities of achieving the goals of the organization</li> <li>• choose an adequate management approach, resp. management model, with regard to the current situation, focused on the area of motivation, evaluation, leadership of working groups and delegation, resolution of conflict and problem situations with respect for value orientation, needs and development of employees</li> <li>• to connect elements of management in the process of implementation of changes through models of organizational change and development from the perspective of the manager and employee</li> <li>• apply knowledge to practical cases of the management environment</li> <li>• propose solutions and defend conclusions</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• differentiate individual characteristics of employees, adequately use in the process of individual approach and at the same time set up team cooperation</li> <li>• interpret and use theories of motivation, theories of leadership, theories of team dynamics, implementation of change, conflict management and relationships</li> <li>• develop communication skills and presentation of organizational situations.</li> </ul>	

- develop teamwork skills and participate in team projects
- evaluate and analyze other students' solutions to case studies and organizational problems

**Indicative content:**

Thematic definition of lectures:

1. Introduction to the theory of organizational behavior.
2. Employees in the organization.
3. Value orientation of employees, groups and organizations.
4. Performance motivation in the organization.
5. Employee career development.
6. Working group in the organization.
7. Conflicts in the organization.
8. Communication in the organization.
9. Manager in the organization.
10. Management in the organization.
11. Power, relationships and roles in the organization.
12. Change management in the organization
13. Organizational culture and ethics.

Thematic definition of exercises:

1. Introduction to the theory of organizational behavior.
2. Employees in the organization.
3. Value orientation of employees, groups and organizations.
4. Performance motivation in the organization.
5. Employee career development.
6. Working group in the organization.
7. Conflicts in the organization.
8. Communication in the organization.
9. Manager in the organization.
10. Management in the organization.
11. Power, relationships and roles in the organization.
12. Change management in the organization.
13. Organizational culture and ethics.

**Support literature:**

Basic literature:

1. BUCHANAN, A. David., HUCZYNSKI, A. Andrzej. Organizational Behaviour. London : Pearson, 2019. 872 s. ISBN 978-129-2251-58-5.
2. MULLINS, Laurie J. Organisational Behaviour in the Workplace. London : Pearson, 2019. 752 s. ISBN 978-1292245485.
3. MORLEY, Michael – MOORE, Sarah – HERATY, Noreen – LINEHAN, Margaret – McCURTIN, Sarah.: Principles of Organisational Behaviour. London : Gill & Macmillan, 2004. 571 s. ISBN 978-0717136704.

Supplementary literature:

1. GREŇČÍKOVÁ, Adriana - NAVICKAS, Valentinas. Správanie sa ľudí v organizáciách. Praha : Aleš Čeněk, 2013. 206 s. ISBN 978-80-7380-481-7.
2. KING, Daniel - LAWLEY, Scott. Organizational Behaviour. Oxford : Oxford University Press, 2019. 720 s. ISBN 978-0198807780.
3. BROOKS, Ian. Organizational Behaviour: Individuals, Groups and Organisation. London : Pearson, 2018. 352 s. ISBN 978-1292200682.
4. BRATTON, John. Work and Organizational Behaviour. London : Macmillan Education, 2020. 554 s. ISBN 978-1352010978.

5. FRENCH, Ray - RAYNER Charlotte - REES, Gary - RUMBLES, Sally. Organizational Behaviour. New York : John Wiley, 2016. 480 s. ISBN 978-1118916292.

6. MULLINS, J. Laurie. Management and Organizational Behaviour. London : Pearson, 2016. 680 s. ISBN 978-1292088518.

### **Syllabus:**

Thematic definition of lectures:

1. Introduction to the theory of organizational behavior.

Theoretical basis for understanding the issues of organizational behavior. Development of opinions on the organization and the position of employees in the organization. Determinants of the origin and formation of organizational behavior in terms of organization and employee and their distribution. Definition and concept of the subject Organizational behavior. Approaches of individual scientific disciplines to organizational behavior. Categorical apparatus of organizational behavior. Methodology in organizational behavior. Organizational behavior in practice.

2. Employees in the organization.

Individual assumptions of employees in the organization. Work and mental ability of employees. Personality dispositions as one of the prerequisites for performance, efficiency and the formation of interpersonal relationships in the organization. Characteristics, abilities and skills of employees. Forms of identification of individual personal dispositions of employees. Methods of employee development and training. Application of knowledge of personality psychology in organizational behavior. The importance of staff deployment for the formation of organizational behavior.

3. Value orientation of employees, groups and organizations.

Organizational development of employees and organizations through attitudes and value orientation. Identification of components of the employee value system. Defining the value orientation of the organization. The degree of difference between the value system of the organization and the individual values of employees. Typology of employees with regard to their individual ranking of values. Values as a motivating element of management in terms of shaping organizational behavior. Changes in value orientation and attitudes.

4. Performance motivation in the organization.

Definition of the term performance motivation. Basic motivational elements for increasing individual and group performance. Performance ability, its individual and organizational attributes. Methods of identifying psychological and economic motivational factors. Formulation of organizational, group and individual motivational programs. Models of performance motivation with respect to the individuality of employees and the focus of the organization. Motivational tools and their application in the organization in relation to organizational goals and organizational culture.

5. Employee career development.

Career as a professional career of an employee. Employee career cycle and its dimensions. Career planning and management in an organization. The role of the employee, manager and organization in the process of career development. Career types of employees and their management in the organization. Internal and external perception of career. Career as a motivational and performance element. Career growth as a part of organizational policy. Career problems and their identification. Talent management, a targeted approach to the talent management process in an organization.

6. Working group in the organization.

Characteristics of the working group as a starting point for the management of individuals and the whole group. Group dynamics and ways of managing individual stages with the aim of effective performance. Methods for identifying group interpersonal structures and their use in management. Basic differences between team and work group. Team design and basic role of

employees in the team. The role of the manager in the team. Basic characteristics of group and team work.

#### 7. Conflicts in the organization.

Disputes, conflict and crisis situations in the organization. Causes and sources of their origin at the level of individual diversity, working group and organization. Identification, resolution and elimination of conflict situations and conflicts. Typology of conflicts. Positive and negative conflict and their influence on organizational behavior. Dynamics of organizational relationships and the formation of interpersonal relationships. Classical and alternative models of conflict resolution. Mobbing as a consequence of uncontrolled and unresolved interpersonal or intrapersonal conflicts. Forms, course, consequences.

#### 8. Communication in the organization.

Specifics of organizational communication with respect to the nature of the organizational structure. Communication tools used at various levels of the organizational structure. Subjects and bearers of organizational communication. Communication styles and their identification in the organization. Interpersonal, organizational, mass communication - subjects, form, course, specifics. Crisis communication in the period of planned and unplanned changes, when threatening the goals and existence of the organization. Virtual communication - specifics, benefits and risks. Barriers and interferences in organizational communication, identification of their sources and carriers.

#### 9. Manager in the organization.

Personality dispositions of the manager in connection with the effective management of management processes at individual levels of the organizational structure. Properties and management skills of a successful manager. Charisma and manager. Dimensions of leadership. Powers and managerial competencies of managers with regard to the level of management. Decision-making at individual levels of management. Manager and leader in the process of shaping organizational behavior. Current trends in requirements for manager competence.

#### 10. Management in the organization.

Management styles and their optimal use in specific types of work groups and teams. Leadership style theory. Contingency leadership model. Transformation and transactional management model. Formal and informal leader in the working group. Measuring the success of leadership style. Working group management processes. Assigning and delegating work tasks to employees - procedures, benefits and barriers. Coaching as an effective approach in management. Crisis management - specifics, possibilities, risks. Use of creative and innovative methods in the management of working groups.

#### 11. Power, relationships and roles in the organization.

Defining power and authority. Formal and informal power. The main sources of power and their effectiveness in the organization. Building power and the means of building it. Personality and power. Tools of power in management in terms of shaping organizational behavior. The level and formation of interpersonal relationships in the organization depending on the position in the organizational structure. Formal and informal role.

#### 12. Change management in the organization

Characteristics of organizational change and organizational development. Typology of changes in the organization and their specifics. Implementation and management of change in the organization. Models of implementing changes from the perspective of the manager and employee. Employees and perception of changes in the organization. Preparedness for change and forms of resistance to change. Resistance management techniques for change. Evaluation of the change process. The role of the manager in the process of change management.

#### 13. Organizational culture and ethics.

Organizational culture as a part of strategic development of organization. Typology and formation of organizational culture. Elements of organizational culture - symbols, values, beliefs. Strong

and weak organizational culture. Attributes of a healthy organizational culture. Organizational culture in international organizations - dimensions of national cultures. Ethics as a part of organizational culture. Managerial ethics and code of ethics of the organization as a tool to increase its effectiveness. Function and adherence to the code of ethics.

Thematic definition of exercises:

1. Introduction to the theory of organizational behavior.

Application of theoretical knowledge of organizational behavior in the organization. Comparison of individual approaches to the organization and employees from a historical point of view - the use of principles in the present. Use of quantitative, qualitative and mathematical methods in research for the development of organizational behavior. Comparison of approaches to the organization from the point of view of individual scientific disciplines. Organizational behavior and application in managerial practice.

2. Employees in the organization.

Use of some methods to identify individual personal dispositions of employees. Simulation of assessment center and other ways of learning about individual assumptions and abilities of employees - interview, test techniques, case studies, model situations. Application of knowledge of personality psychology in organizational behavior. Individual and group assignments to get acquainted with the methods of development and training of employees. Preparation and feedback in the field of communication between the manager and candidates. Use of knowledge in the effective deployment and adaptation of employees.

3. Value orientation of employees, groups and organizations.

The use of value and attitude scales in identifying the value orientation of employees and the organization. Procedures for creating and evaluating value and attitude scales in accordance with the values of the organization. Values as a motivating element of management in terms of shaping organizational behavior - the use of practical knowledge. Individual typology with respect to the individual ranking of values. Ways of using knowledge in an individual approach to employees as well as in setting up and managing teams.

4. Performance motivation in the organization.

Procedures for identifying the basic motivational elements for increasing individual and group performance. Application of motivational theories to the specific needs of the organization. Motivational tools and their application in the organization in relation to organizational goals. Solution of case studies focused on effective motivation of employees. Use of model situations and simulation of motivational interviews. Creation of motivational programs based on individual and organizational goals.

5. Employee career development.

Ways and possibilities of identifying individual career types. Compilation of career planning and management schemes for employees based on specific attributes - individual and group processing of issues. Evaluation from the perspective of the employee, manager and organization. Describing the main problems in the implementation of a career plan. Preparing and compiling your own career plan. Talent management process. Solution of case and model tasks.

6. Working group in the organization.

Verification and comparison of work in a working group and team from the point of view of solving a specific task. Use of methods to identify group and team roles. Procedures for assembling an effective group and team with respect to the individual team role and type of work task. Model exercises for solving tasks in group and team work. Training in group communication, interaction and joint solution of work tasks. Advantages and limitations.

7. Conflicts in the organization.

The difference between dispute, conflict and crisis situation - attributes, differences in relationships, communication, management and resolution. Identifying the causes of conflicts in the working group - intrapersonal, interpersonal and intergroup. Solving group assignments

and guided discussion. Getting acquainted with the possibilities and procedures of resolving and eliminating conflicts. Use of model situations and role playing in conflict management. Identifying preferred individual conflict resolution strategies.

#### 8. Communication in the organization.

Communication tools and their use in the organization. Methods of analysis of sources of communication barriers in organizational communication. Principles of using communication styles - comparison, advantages, limitations, guided discussion. How to communicate in times of crisis. Specifics of virtual communication, online communication. Use of online platforms. Training in solving specific communication situations in the organization. Principles of comparison of team and managerial communication.

#### 9. Manager in the organization.

Identifying the role of manager and leader in the process of shaping organizational behavior. Properties and management skills of a successful manager. Determining basic management styles and their optimal use in specific types of work groups and teams. Powers and managerial competencies of managers with regard to the level of management. Solution of case studies, individual and group solutions, discussion. Current trends in requirements for manager competence.

#### 10. Management in the organization.

Use and practice of some specific management approaches in the working group - classical approaches, transformational and transactional approach, formal and informal approach, coaching approach. Applying the sociometric method to identify internal relationships in a working group, important in choosing a managerial approach to the manager. Solution of model situations. Elaboration and use of SWOT analysis when assigning specific tasks. Principles of task delegation - model situations. Principles of crisis management. Principles of innovative management.

#### 11. Power, relationships and roles in the organization.

Ways of using tools of power in management in terms of shaping organizational behavior. Identification of specific forms of power relations in the organization. Comparison of manifestations of formal and informal power - ways of communication, acceptance by employees, efficiency, risks. Tools of power - connection with position and role within the organizational structure - how to use them effectively. Solution of individual and group assignments, case studies, guided discussion.

#### 12. Change management in the organization.

Identification of attributes of different types of changes in the organization - summarization, comparison, access options by employees and managers. Getting acquainted with the possibilities of using different models of implementing change in the organization. Elaboration of possibilities of manager's approach to resistance and rejection of changes by employees. Form of communication with employees in the period of preparation and implementation of changes. Group cooperation in solving model tasks.

#### 13. Organizational culture and ethics.

Typology and formation of organizational culture. How to identify organizational culture in terms of individual attributes - symbols, values, beliefs. Specifics of organizational culture in international organizations - dimensions of individual national cultures. Model codes of ethics. Procedures for creating an image in relation to social and business ethics. Identifying the main bearers of the company's image. Solution of group assignments and case studies.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 23					
A	B	C	D	E	FX
65.22	13.04	13.04	4.35	0.0	4.35
<b>Lecturer:</b> doc. Ing. Jana Blštáková, PhD., prof. Ing. Nadežda Jankelová, PhD., Mgr. Natália Matkovčíková, PhD.					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21029/21	<b>Title of course:</b> Personnel Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KM FPM/MMB21041/21-Human Resource Management (in English) or KM FPM/MMB21043/21-Management Decision-Making (in English)	
<b>Requirements to complete the course:</b> 20 % continuous work on assignments, 20 % elaboration and presentation of the project, 60 % combined examination	
<b>Student workload:</b> 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, work on final project 32 h, preparation for exam 46 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• Students will gain an understanding of the concepts, processes and methods of personnel management. Upon completion of the course, students will be able to use, evaluate and develop people management systems and become a senior management partner for leading and managing people.</li> <li>• Students will be knowledgeably prepared to apply in human resource management departments in businesses, organizations, and staffing agencies, and will be prepared to provide consulting and advisory services.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• Prepare HR strategy and people management policies in line with the company's strategy and values</li> <li>• Examine current trends in people management, explain their significance and prepare their application to HR strategy, processes and methods in the enterprise.</li> <li>• Identify and define the need for changes in people management processes and methods in line with the strategy and values of the business, advocate the necessary changes and be a champion of their substance</li> <li>• Apply human resource management processes and methods at expert level in the enterprise/organisation</li> <li>• Perceive and advocate for the interests of employees, ensure alignment of employee and company/organisation expectations, shape a supportive company culture</li> <li>• To build the company/organisation as an attractive employer</li> </ul> <b>Skill:</b>	



- Design, use and evaluate processes and methods for shaping work potential
- Design, use and evaluate processes and methods of work performance management
- Evaluate the performance of a company's human resource management system in relation to company/organisational performance
- Define and communicate the attractive expected value of employment to current employees and applicants

**Indicative content:**

Thematic definition of lectures:

1. CURRENT TRENDS IN THE WORLD OF WORK AND THE NEW GENERATION OF EMPLOYEES
2. CURRENT ROLES OF HR SPECIALISTS AND GENERALISTS
3. SHAPING HR STRATEGY
4. WORK SYSTEMS AND COMPETENCE MODELS
5. EMPLOYER BRANDING
6. HR MARKETING AND RECRUITING
7. CANDIDATE ASSESSMENT AND SELECTION
8. DEVELOPMENT OF WORK POTENTIAL
9. PERFORMANCE MANAGEMENT
10. LABOUR COSTS AND REMUNERATION
11. DATA ANALYSIS, HR PLANNING AND HR DATA REPORTING
12. LEGAL REGULATION OF THE EMPLOYMENT RELATIONSHIP
13. WORKPLACE HEALTH AND EMPLOYEE CARE

Thematic definition of exercises:

1. Introduction to current trends in the world of Work 4.0.
2. Mixed roles model according to D. Ulrich.
3. Formation of HR strategy and sub-strategies according to the values of the enterprise/ organization.
4. Application of labour analysis methods. Job design and creation of job descriptions.
5. Defining the uniqueness of the employee experience in line with the company's strategy and values.
6. Traditional (advert creation) and modern tools of recruitment activities (social networks).
7. Preparation, implementation and evaluation of the recruitment process.
8. Creation of career paths.
9. Shaping key performance indicators.
10. Use of pay scales for implementation of HR strategy.
11. The importance and tools for measuring employee satisfaction and engagement in the enterprise.
12. Employment practices at different stages of the employee lifecycle.
13. Building a company culture focused on employee health.

**Support literature:**

Basic literature:

1. BLŠTÁKOVÁ, Jana - BEDNÁR, Richard - GAŽOVÁ ADAMKOVÁ, Hana - JONIAKOVÁ, Zuzana - LJUDVIGOVÁ, Ivana - NÉMETHOVÁ, Ildikó - SKORKOVÁ, Zuzana. Human Resources Management 4.0 : Architecture, Roles, Leadership, and Business Models. 1st Edition. Hamburg : Verlag Dr. Kovač, 2019. 247 s. ISBN 978-3-339-10628-5.
2. ULRICH, David. (2013): Human resource champions: the next agenda for adding value and delivering results. Hradvard Business Press, 2013. ISBN 0-87584-719-6..
3. POÓR, József - ENGLE, Allen D. - BLŠTÁKOVÁ, Jana - JONIAKOVÁ, Zuzana. Internationalisation of human resource management : focus on Central and Eastern Europe. 1st ed. New York : Nova Science Publishers, 2018. 354 s. ISBN 978-1-53612-632-7.

Supplementary literature:

1. ARNOLD, John a kol. Work Psychology: Understanding Human Behaviour in the Workplace. Harlow : Pearson Education Limited. 2016, 765 s. ISBN 978-1-2920-6340.
2. Zákonník práce 311/2001 Z.z.

### **Syllabus:**

Thematic definition of lectures:

#### **1. CURRENT TRENDS IN THE WORLD OF WORK AND THE NEW GENERATION OF EMPLOYEES**

The challenges of managing people in the context of the fourth industrial revolution. The global world of work and post-globalisation trends. The impact of technological innovation, digitalisation and hyperconnectivity on the world of work. Demographic changes in the labour market. The new shape of work and the characteristics of the new generation of employees. Diversity management, managing people in a multicultural and international environment. Personalised approach to employees, empowerment tools, the concept of employee freedom.

#### **2. CURRENT ROLES OF HR SPECIALISTS AND GENERALISTS**

Current roles of HR specialists in terms of orientation towards business processes and people in the long and short term. Competences and activities of a strategic partner in business, an agent of necessary change, a specialist in people management processes and an employee advocate.

#### **3. SHAPING HR STRATEGY**

Formation of HR strategy in relation to corporate strategy and corporate culture. Formulating principles and values for people management. Formulating sub-strategies, people management concepts, HR practices, policies and programmes. Formalisation of methodological support for HR activities, formulation of guidelines and methodological guidelines.

#### **4. WORK SYSTEMS AND COMPETENCE MODELS**

Social and economic aspects of work systems. Workflow and process orientation in work systems. Job design. Intelligent workplaces. Principles of flexibility and security in employment relationships. Creation of job catalogues. Identification and definition of knowledge, skills and competences in accordance with the job catalogue (job content). Creation of competency models, definition of the content of competency models. Use of competency models for recruitment and selection of employees, in training, performance management.

#### **5. EMPLOYER BRANDING**

Methods of building employer uniqueness and attractiveness for applicants and loyalty of current employees. Managing relationships with former employees. Defining the content of excellence and the expected employment experience for relevant applicant groups. Defining the key components of the employee experience throughout the employment cycle in line with the employer brand. Employer attractiveness as a retention tool. Brand ownership and employer image management. Measuring the impact of the employer brand on the quality of human resources in the company/organisation.

#### **6. HR MARKETING AND RECRUITING**

Developing recruitment strategies for each group of positions to be filled. Tools of personnel marketing in the phase of search for candidates, involvement of 4.0. tools (gamification). Selection of candidate sources. Use of digital platforms for networking, communication and promotion. Recruiting, influencing and the work of the recruiter. Outsourcing recruitment activities (headhunting, executive search). Measuring the effectiveness and efficiency of the recruitment strategy (cost of candidate acquisition). GDPR regulation for handling candidate data

#### **7. CANDIDATE ASSESSMENT AND SELECTION**

Setting the selection strategy. Choice of levels, selection diagnostic tools and involvement of subjects in the selection process. Types of selection interviews. Assignment and management of the assessment centre. Selection and use of psychodiagnostics and personality analysis. Setting behavioral indicators, designing facilitation of role plays. Measuring the effectiveness and

efficiency of the selection process (cost of employee selection). Labour law regulation of the establishment of the employment relationship.

#### 8. DEVELOPMENT OF WORK POTENTIAL

Creation of adaptation programmes and linking to the employee development plan. Tools for identifying training needs. Defining and designing training activities and training programmes. Specifics of training in the online space. Stimulating performance potential through coaching and mentoring. The concept of talent management. Creation of succession plans, transfer of know-how, building career paths. Measuring the effectiveness and efficiency of training programmes (return on employee development costs).

#### 9. PERFORMANCE MANAGEMENT

Defining the performance content of employees and teams. Identifying key performance indicators. Linking to business goals and cascading objectives. Performance management concepts and performance measurement tools. Development of performance management forms. Gaussian curve principles, scaling and benchmarking. Conversations about performance. Identifying barriers to performance. Using performance measurement results for job design and redesign, for modifying competency models, for identifying training needs, career management and variability in pay.

#### 10. LABOUR COSTS AND REMUNERATION

Total Reward Strategy. External concreteness - defining the position in the labour market. Internal equity in pay. Creation and function of pay scales - setting internal equity. The economic function of pay, wage management and adjustment. Pay for performance. Pay budgets and total labour costs.

#### 11. DATA ANALYSIS, HR PLANNING AND HR DATA REPORTING

Models for measuring employee satisfaction and engagement, analysis of results and their dependencies, suggestions for action. Analysis of trends and causes of turnover and sickness absence. Tools for measuring the performance of the human resources management system in relation to corporate performance indicators. Planning of complex payroll costs.

#### 12. LEGAL REGULATION OF THE EMPLOYMENT RELATIONSHIP

Changes to the employment contract. Disciplinary procedures. Forms of termination of employment. Legislative frameworks for termination of employment. Termination process and support services (outplacement). Exit interview. Succession, relationships with former employees and networking.

#### 13. WORKPLACE HEALTH AND EMPLOYEE CARE

Caring for the physical and mental health of employees. Concepts of worklife balance and worklife integration. Healthy teleworking and working in an online environment. Building resilience - physical and mental resistance to stress. Prevention of burnout syndrome  
Thematic definition of exercises:

1. Introduction to current trends in the world of Work 4.0. Characteristics of the new generation of employees. Generational diversity in the workplace. Employees from disadvantaged groups (case study). Working patterns for active ageing.
2. Mixed roles model according to D. Ulrich. Role content and quality assessment of human resource management. Methods of measuring the quality of role content. Work of HR generalist, organizational structures of HR departments - examples of good practice.
3. Formation of HR strategy and sub-strategies according to the values of the enterprise/ organization. Formation of statutes, standards and guidelines for HR work. Examples of corporate practice.
4. Application of labour analysis methods. Job design and creation of job descriptions. Creation of competency-based models according to job descriptions. Smart jobs. Examples from practice.
5. Defining the uniqueness of the employee experience in line with the company's strategy and values. Shaping the EVP (employee value proposition). Defining the target groups of candidates

on the labour market. Case study. Tools for verifying the impact of the employer brand on the quality of human resources.

6. Traditional (advert creation) and modern tools of recruitment activities (social networks). Recruitment strategy creation, implementation and evaluation of recruitment (recruitment). Elements of gamification in recruitment activities. Case study.

7. Preparation, implementation and evaluation of the recruitment process. Simulation of the selection process. Behavioural interview training.

8. Creation of career paths. Know-how transfer plans, succession plans. Individual development programmes. Talent management. Learning process, preparation, implementation, evaluation of learning activities. Case study.

9. Shaping key performance indicators. Preparation of performance agreement. Methods of performance appraisal, work and social behaviour. Use of employee appraisal results in downstream workforce management processes.

10. Use of pay scales for implementation of HR strategy. Linking performance appraisal and pay scales. Choosing pay forms to support employee performance. The role of salary surveys in pay decisions. Payroll costs.

11. The importance and tools for measuring employee satisfaction and engagement in the enterprise. Gallup survey measurement of engagement. Tools for measuring the performance of the human resource management system in relation to the company's results (HR Balanced Scorecard).

12. Employment practices at different stages of the employee lifecycle. Employment contract, changes to employment contract, termination of employment. Examples from company practice.

13. Building a company culture focused on employee health. People management tools to promote mental and physical resilience. Healthy environment, healthy working relationships, healthy lifestyle - examples of good practice.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 14

A	B	C	D	E	FX
42.86	21.43	21.43	7.14	7.14	0.0

**Lecturer:** doc. Ing. Jana Blštáková, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava											
<b>Faculty:</b> Faculty of National Economy											
<b>Course code:</b> KET NHF/NNE21101/21			<b>Title of course:</b> Principles of Economics 1								
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present											
<b>Number of credits:</b> 6											
<b>Recommended semester/trimester of study:</b> 1.											
<b>Degree of study:</b> I., N											
<b>Prerequisites:</b>											
<b>Requirements to complete the course:</b>											
<b>Student workload:</b>											
<b>Teaching results:</b>											
<b>Indicative content:</b>											
<b>Support literature:</b>											
<b>Syllabus:</b>											
<b>Language whose command is required to complete the course:</b>											
<b>Notes:</b>											
<b>Assessment of courses</b> Total number of evaluated students: 28											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
10.71	0.0	0.0	21.43	10.71	3.57	25.0	28.57	0.0	0.0	0.0	0.0
<b>Lecturer:</b> prof. Ing. Anetta Čaplánová, PhD., Ing. Ľubomír Darmo, PhD.											
<b>Date of the latest change:</b> 13.02.2023											
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the											

study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD., Person responsible for the delivery,  
development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KMMVaL FPM/ MMD21012/21	<b>Title of course:</b> Production Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 7	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KPH FPM/MMC21025/21-Business Economy (in English) or KM FPM/MMB21046/21-Management (in English)	
<b>Requirements to complete the course:</b> 30 % continuous written work, 70 % written exam	
<b>Student workload:</b> 182 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 30 h, preparation for credit test 36 h, preparation for exam 64 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• summary and analytical view of the basics of the anatomy of the production organism and its management in the enterprise through the pre-production stages, the main (basic) production and related service activities, also with regard to the economic side of the business, factors and development processes in production management</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• to make real use of the acquired knowledge of production management in terms of subjects, elements, factors, development processes in business practice,</li> <li>• to adequately apply not only classical, but also modern factors typical for production management, business in the field,</li> <li>• to effectively reflect the regularities, tendencies of the organization (arrangement) of the production process in terms of the complex of tasks, problems of in-house production management,</li> <li>• to propose, apply and emphasise modern methods, concepts and methods of process management that induce the need for change in current production management,</li> <li>• to synergise and improve production management in relation to other disciplines, such as innovation, marketing, informatics, finance, quality management, logistics, ecology.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• to explicitly express and interpret, critically evaluate the acquired practical knowledge of production management in the theory and practice of business,</li> <li>• to perform and interpret the results of network analysis in preparation for production,</li> <li>• to perform, analyse the basic calculations of the length and structure of the production cycle in the enterprise, the non-serviceability and the critical quantity of products,</li> </ul>	

- to carry out and highlight the basic calculations of continuous organisation of production, assembly line,
- to determine and interpret the results of the scope of maintenance and repair activities, the need for tools, energy in the enterprise.

**Indicative content:**

Thematic definition of lectures:

1. The essence and content of production management
2. Formation of the production programme in the enterprise
3. Management of pre-production stages in the enterprise
4. Creative possibilities (methods) of improving production preparation, standardisation and automatisisation in production preparation, its economic evaluation
5. Management of main (basic) production
6. The essence, tasks and possibilities of development of production allocation management in the enterprise
7. Management of service processes in production
8. Development processes and in-house management in production
9. Quality management in business development
10. Production logistics in business development
11. Current trends in production management
12. Current trends in production logistics
13. Sustainable development and greening in production management

Thematic definition of exercises:

1. Management of pre-production stages in the enterprise
2. Network analysis in production preparation - calculation of network analysis by CPM method in incidence matrix
3. Network analysis in production preparation - calculation of network analysis by CPM method in network graph
4. Management of main (basic) production
5. Calculation of production cycle length under simplified conditions
6. Calculation of the production cycle length considering all factors of the production process
7. Calculation of continuous production
8. Assembly line calculation
9. Calculation of non-reproducibility and critical product quantity
10. Management of service processes in production
11. Determination of the scope of maintenance and repair activities
12. Determining the need for standardised tools
13. Determining the need for special tools

**Support literature:**

1. SLACK, Nigel - BRANDON-JONES, Alistair. Operations Management. Harlow, England ; New York: Pearson, 2019. 776 p. ISBN 978-1292253961.
2. HEIZER, Jay H - GRIFFIN, Paul - RENDER, Barry. Operations Management. Toronto: Pearson Education Canada, 2014. 872 p. ISBN 978-0132687584.
3. GUPTA, Sushil - STARR, Martin. Production and Operations Management Systems. Cleveland: CRC Press, 2014. 520 p. ISBN 9781466507333.
4. KRUGER, David - RAMPHAL, Roy – MARITZ, Mark. Operations Management. Cape Town: Oxford University Press Southern Africa, 2013. 530 p. ISBN 9780199049561.
5. JAIN, K. C. - VERMA, P. L. – KARTIKEY, Prabhat. Production and Operations Management. New Delhi Dreamtech Press, 2013. 476 p. ISBN 978-93-5004-509-1.



6. GREASLEY, Andrew. Operations Management. Chichester: Wiley, 2013. 492 p. ISBN 978-1118606629.
7. TELSANG Martand T. Production Management. New Delhi: S. Chand & Company Co., 2007. 482 p. ISBN 978-8121924627.
8. BUFFA Sarin. Modern Production/Operations Management. New Delhi: Wiley India, 2007. 848 p. ISBN 978-8126513727.
9. BEDI, Kanishka. Production and Operations Management. New Delhi: OUP India, 2004. 552 p. ISBN 978-0195667578.

### **Syllabus:**

Thematic definition of lectures:

#### 1. The essence and content of production management

In the introductory lecture, students will be introduced at the beginning of the lecture to the conditions of the examination and the award of credit. In its continuation, the following areas of problems will be mainly emphasized:

- The position, functions and objectives of production management in business.
- The content of production management.
- Hierarchical structures in production management.
- Development, risk and crisis management of production in business.
- Prerequisites for entrepreneurship and improvement of production management.

#### 2. Formation of the production programme in the enterprise

The content of the topic will focus on forecasting the production load in the enterprise, but also on other facts, which are marketing activities related to the creation of the production program, diagnostic analysis of production possibilities and the preparation of production strategy.

The lecture will result in the prerequisites for the evaluation of the production program, its implementation.

#### 3. Management of pre-production stages in the enterprise

We want to pay more significant attention to the given area, a component of production management, in that the following content aspects will first be introduced and highlighted from the theoretical and practical point of view:

- Status and functions (classical and modern) in the preparation of production in the enterprise.
- The content of production preparation in the enterprise (in general, also through individual stages).
- Innovation potential and its structure.

#### 4. Creative possibilities (methods) of improving production preparation, standardisation and automatisisation in production preparation, its economic evaluation

The above issues are challenging in that each of them requires a newer perspective on the above processes. Newer is also the creation according to certain (typical) areas, also the method and measurement in the conditions of globalisation, internationalisation of markets and customers.

Standardisation and automatisisation in production preparation will also be a very important factor. An equally important and emphasised aspect will be the actual economic evaluation (assessment) of the production preparation by means of decisive synthetic (aggregate) and analytical (sub-indicators) indicators in the production preparation.

#### 5. Management of main (basic) production

Similarly to parts 3 and 4, the lectures on this type of issue will be grouped into at least two areas. In this block will be presented mainly the laws of organisation (arrangement) of the production process, component, qualitative and quantitative analysis of production, time analysis of production (length and structure of the production cycle), its economic significance for reducing the intermediate production time from the point of view of producers and customers.

#### 6. The essence, tasks and possibilities of development of production allocation management in the enterprise

This topic of the lecture is directly related to the previous section. Mainly by the fact that it is necessary to know all and any factors of allocation (deployment) in individual types of production. Immediately related to this is the intra-enterprise specialisation of production, standardization and standardization in production management, automatisisation, digitalization and computer-controlled production systems in the enterprise.

#### 7. Management of service processes in production

Service processes in a company generally play and provide through their own, internal entities those important functions and tasks that are related to the consolidation of the production system, they are its immanent part. It is a complex of activities which, however, also have their own specific features, organisation and management, material and procedural aspects. The clarification of the topic of this part of the issue will consist in the presentation of the essence, types and peculiarities of servicing processes in production, organisational systems of production servicing, basic subjects of production servicing management (material management, maintenance and repair activities, tooling, energy management, other servicing processes), also the tendencies of development of servicing processes.

#### 8. Development processes and in-house management in production

This topic will present the essence and content of development management of production, the development programme of production, the design of the production organism, as well as material, financial, information and personnel resources. The topic will also include the essence, characteristics and principles of in-house production management, operational production management, organisational aspects and information system, the importance of the human factor, as well as the economic aspects and evaluation of in-house organisational units in production management

#### 9. Quality management in business development

Under the pressure of the competitive environment and scientific and technical development, the requirements for the quality of products, processes and enterprises have gradually changed, which has also led to the development of quality assurance principles and tools. In this topic, the essence and development of quality management, comprehensive quality management, definition of quality and product quality criteria, quality assurance of production, analysis of the possibility of errors and their consequences, statistical process control, process capability indices, measurement system and analysis of the measurement system, conformity assessment and product marketing, quality management principles and economic aspects of product quality will be presented.

#### 10. Production logistics in business development

Within the extensive way of realisation of enterprise performances it is necessary to speak not only about the management of intra-enterprise movement of materials and goods, but mainly about the management of movement of materials and products from suppliers to the enterprise, to individual workplaces, as well as products and semi-finished goods from workplaces and the enterprise to the customer. All these tasks can be included under the comprehensive term production management and logistics. Production management represents an integrating element of a range of knowledge from different scientific disciplines. These include, in particular, systems engineering, personnel science, labour economics, computer science, operations research, mathematics, statistics, sociology and psychology. Logistics, in turn, can be characterised as the integrated planning, synchronisation, management and control of material and related information flows from supplier to enterprise, within the enterprise and from the enterprise to the supplier. The essence of the topic lies in the approach of logistics and logistics management, enterprise logistics strategy and design, procurement logistics, production and distribution logistics.

#### 11. Current trends in production management

Ensuring flawless production and sustaining it over the long term requires a constant flow of new products and production processes. Modern production in the enterprise must be innovative,

capacity-oriented, equipped with modern technology, skilled workers and open to reducing production costs. Based on this, enterprises are constantly creating new opportunities to apply new trends, processes and approaches in production. A closer identification will focus on selected new trends in production management: Kaizen, Just in Time, Kanban, Lean Manufacturing, MRP I and MRP II, OPT, BOA, Radio Frequency Identification, Industry 4.0, Quick Response Manufacturing, the use and continuous improvement of which must be part of the essential activities in the management of production in an enterprise.

#### 12. Current trends in production logistics

Today's modern world puts pressure on businesses to achieve the best possible results in terms of overall production, product and service quality. In order to obtain the resulting effect, it is necessary not only to organise the production properly, but also to efficiently upgrade the logistics, which is part of the entire business process. The focus of the topic will be on supply chain management, customer relationship management, effective response to customer requirements, lean logistics, logistics outsourcing, cross docking, warehouse management system, pick-by-systems, quick response, omni-channel in logistics, big data in logistics, green and reverse logistics and logistics 4.0.

#### 13. Sustainable development and greening in production management

The current trend in sustainable development is to change the way we produce and consume not only materials but also goods. In doing so, it is also necessary to create more added value with fewer inputs, reduce costs and reduce adverse environmental impacts. The aim in the first part of the lecture will be to define sustainable development in relation to production management, also to approach environmental valorisation for sustainable development. In the second part, and in relation to greening, the focus will be on environmental policy, environmental policy instruments, waste in general and waste management in the enterprise.

Thematic definition of exercises:

##### 1. Management of pre-production stages in the enterprise

The use of network analysis methods in pre-production has been and is driven primarily by the multiplicity of items that make up the current products. Another reason is the transition from the traditional, partial analysis of the stages of production preparation to its holistic understanding and processing of component parts through automation or computer technology. Crucial in this respect is the functioning of the whole system. A system approach to the organisation of production preparation is made possible by network analysis methods. At present, we know several types of network analysis methods. The focus on the problem will be concentrated on the critical path method CPM.

##### 2. Network analysis in production preparation - calculation of network analysis by CPM method in incidence matrix

The CPM problem will be solved in the incidence matrix, which is basically a matrix model, but according to certain rules it can not only accommodate all input data, but also allows the calculation of the required variables, including the critical path. It is adapted to have as many columns and rows as there are nodes in the network graph. Solving the incidence matrix must produce the same results as the network graph.

##### 3. Network analysis in production preparation - calculation of network analysis by CPM method in network graph

The CPM problem will be solved in a network graph, where the logical process from the origin of the task to the moment of its completion is displayed. Constructing a network graph is therefore inherently a study of the factual, informational and temporal sequence of actions that need to be carried out in order to accomplish the entire action. A network graph consists of two basic geometric elements: nodes (points) and connecting lines, which we call edges.

##### 4. Management of main (basic) production

The division of labour, intra-enterprise specialisation, the segmentation of the production process and other analytical activities also require a reverse synthesis, a new arrangement and integration of production. The analysis represents a deeper understanding of the production system, while the synthesis is intended to form a new, more perfect, functioning whole. Analysis and synthesis presuppose knowledge of and respect for the laws of the organisation (arrangement) of production. The most important laws of the organisation (arrangement) of production include: proportionality in the production system (law of equilibrium), parallelism in the course of production activities (law of simultaneity), rhythmicity of the production process (law of rhythmicity), continuity of production (law of continuity).

#### 5. Calculation of production cycle length under simplified conditions

In manufacturing, work operations and the entire production process can take place in the following main combinations of organisational character: sequential, parallel (concurrent) and combined ways. The target solution is to increase the degree of parallelism, concurrency, overlapping in production. The aim of the problem is to recalculate examples according to formulas where the focus is on sequential, concurrent and combined ways under simplified conditions.

#### 6. Calculation of the production cycle length considering all factors of the production process

The problem is related to the parallelism of production. It is a regularity whose economic significance stems from the overlapping of activities and thus the shortening of their duration. The time factor is clearly manifested here in the compression of economic performance per unit of time. The acquisition of more and more effects per unit of time is in fact a manifestation of the law of the economics of time. In the problem, the examples will be solved through formulas where we will consider all the factors of the production process.

#### 7. Calculation of continuous production

The rhythmicity of the production process is monitored using various indicators. The basic ones are production rate (line rate) production rhythm. The production rate is the average time interval over which an activity is repeated in succession, e.g. the time interval between the completion of two consecutive products. The problem deals with solving examples by formulas to calculate the production line tact, workplace tact, number of machines, workers and machine utilisation coefficients.

#### 8. Assembly line calculation

Rhythmicity, which can be defined as the fact that the same amount of work is expended at the same time intervals, there is a uniform load on machinery and equipment, utilisation of people, and the same or increasing amount of production is achieved. Such regular operation of machines and equipment, people also yields more efficient economic results in production. Rhythmicity is also related to the calculation of assembly line examples, where the tact of the line, the speed of the belt movement, the length of the belt, the length of the assembly cycle and the area occupied by the line are ascertained.

#### 9. Calculation of non-reproducibility and critical product quantity

Based on the continuous production calculations, the focus of the subject matter is on the formula-based determination of non-reproducibility. Also the calculation of the critical product quantity beyond which it is advantageous to introduce continuous production. In this issue, we are building on the formulas that were defined in the previous two weeks when the subject issue was introduced.

#### 10. Management of service processes in production

Production operation is one of the critical components of production management. It is a complex of activities, which, however, also have their own peculiarities, organization and management, factual and procedural aspects. They are closely related, touching the following aspects (subjects) of production management: material management in the enterprise, maintenance and repair

activities, tool management, energy management, other, supporting activities of production servicing.

#### 11. Determination of the scope of maintenance and repair activities

The maintenance and repair activity is a conditioning factor of the production process, which creates the optimal conditions for its existence. Every maintenance and repair activity should be carried out in the enterprise in a planned manner, but in practice it is often not possible to anticipate every breakdown and accident. However, the aim is to reduce the occurrence of breakdowns and accidents to a minimum, but the most important task is to ensure the economic operation of machinery, equipment in the production process. The problem is focused on examples in which the extent of maintenance in each year is ascertained.

#### 12. Determining the need for standardised tools

One of the fundamental conditions affecting the operation of basic production is the quantity and quality of tools and production aids delivered on time. The urgency to pay increased attention to tooling production is particularly influenced by the fact that tooling is one of the most progressive factors in the production process and helps to increase production quality and labour productivity. The planning of tooling needs is the basis of tool management. Its aim is to ensure the development of a tooling needs plan in the light of the plan for the development of science and technology, to determine the level of tooling stocks in the warehouse and in the dispensing rooms, to evaluate and regulate the need for tooling according to the established life and production plan. The problem is focused on the calculation of standardized tooling according to the formula.

#### 13. Determining the need for special tools

Planning the need for special tools primarily means monitoring and reviewing future requirements for: production, refurbishment and repair of special tools. Involvement of the production management unit (production control), which provides production with the necessary tools and production aids, and of the sales unit, which is responsible for reviewing orders for the production of special tools, either internally or from external suppliers, is essential in planning the need for special tools. Either a calculation method or a statistical standard is used to determine the consumption of special tools. The calculation method presupposes a detailed technological procedure. The problem focuses on the recalculation of examples related to special tools.

#### **Language whose command is required to complete the course:**

English

#### **Notes:**

#### **Assessment of courses**

Total number of evaluated students: 46

A	B	C	D	E	FX
17.39	34.78	34.78	0.0	8.7	4.35

**Lecturer:** Ing. Brigita Boorová, PhD., doc. Ing. Klaudia Gubová, PhD., prof. Ing. Andrej Dupal', CSc.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development

and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21114/21	<b>Title of course:</b> Public budgeting systems
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Written exam/work – 20%; semester work – 20 %; written exam – 60 %	
<b>Student workload:</b> Total study load (in hours): $6 \times 26 = 156$ Participation in lectures 26 h Participation in seminars 26 h Preparation for seminars 13 h Elaboration of a semester project 13 h Preparation for the paper for the continuous evaluation 26 h Exam preparation 52 h Total 156h	
<b>Teaching results:</b> Knowledge and understanding: <ul style="list-style-type: none"> <li>• To be able to show knowledge from section of budgeting, budget system from theoretical as well as practical point of view,</li> <li>• To aim practical skills on section of budget creation on individual governmental levels and be able to orient in innovative methodology of budgeting,</li> <li>• To understand budget classifications and rules and fazes of budgeting process in relationship to legislative processes and their adjustments.</li> </ul> Practical skills and competence: <ul style="list-style-type: none"> <li>• Choose adequate form of budget creation and apply it to budget system with emphasis on new trends,</li> <li>• Evaluate and interpret financial impacts of budget creation in public administration on economy performance,</li> <li>• to be able to design adequate way of financing/budgeting subjects in public administration in connection to anticipation of changes in economy,</li> <li>• to show practical effectivity and professionalism in teams, while working on given tasks.</li> </ul>	
<b>Indicative content:</b> The aim of this subject is to adopt knowledge regarding to position of public budgeting systems in connection to budgeting process and budget rules on all governmental levels. Explanation of	

problematic is from both home and foreign literatures. Special focus is given to financial budget management – budget development, budget accepting, budget fulfillment and budget control in context to budget cycles with focus on responsible budgeting from government while using modern forms of governments.

1. Public sector in perspective
2. Budget cycles
3. Budgeting of public revenues.
4. Transaction-based budgetary resources
5. Preparation of the budget - expenditure side
6. Budget preparation - decision-making process
7. Approval of the budget - the role of the legislature
8. Budget execution (state budget chapters)
9. Budget classification
10. Financial management, accounting, reporting and auditing as part of the budgetary process
11. Planning and budgeting, analysis and management as part of the budget process
12. Control in the budget process - control institutions of budgets.

**Support literature:**

Robert D. Lee, Jr., Ronald W. Johnson, Philip G. Joyce: PUBLIC BUDGETING SYSTEMS. Tenth Edition. Jones & Bartlett Publishers, Inc., ISBN: 9781284198980, © 2021, 575 p.

**Syllabus:**

**Language whose command is required to complete the course:**

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Matej Boór, PhD., doc. Ing. Kornélia Beličková, PhD.

**Date of the latest change:** 06.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KVSaRR NHF/ NNG21251/21	<b>Title of course:</b> Public Policy 2
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 100 % work: <ul style="list-style-type: none"> <li>• 10 % discussion contributions to the literature read (essays) and active participation in seminars.</li> <li>• 30 % semester essay (assignment)</li> <li>• 60 % final exam</li> </ul>	
<b>Student workload:</b> 156 hours: <ul style="list-style-type: none"> <li>• 26 hours of participation in lectures,</li> <li>• 26 hours participation in seminars,</li> <li>• 52 hours of home regular preparation for seminars - study of literature and preparation of discussion papers,</li> <li>• 26 hours of semester assignment preparation,</li> <li>• 26 hours of preparation for the final exam.</li> </ul>	
<b>Teaching results:</b> The aim of the course is: expand students' knowledge in the field of public policy making and governance. The course focuses on the essence of public policy making, the links and relationships of individual actors in space, as well as the complexity of these relationships. Compared to the course Public Policy 1, the emphasis is placed not only on the expansion and deepening of theoretical knowledge, but above all on the acquisition and improvement of analytical skills in the evaluation of public policies. These skills will enable students to perceive the impacts of public policies not only in the context of space but also long-term goals - strategic governance. After completing the course, students will be able to: <ul style="list-style-type: none"> <li>• analyze and design public policies using appropriate tools</li> <li>• assess the impact of public policies by several methods and design mechanisms for their evaluation</li> <li>• perceive and design public policies in the broader context of strategic governance</li> <li>• understand the concept of value for money</li> </ul> The student is able to use knowledge, skills and personal, social and / or methodological abilities in work or study situations and in professional and personal development (eg in a comprehensive	

analysis and evaluation of specific public policies, their design, etc. at various levels of government and in the system multi level governance).

**Indicative content:**

1. The societal context of public policies
2. Creation and implementation of public policy, public policy as a process
3. Public policy actors
4. Public policy instruments
5. Outputs vs. Outcomes
6. Public Policy Analysis (process)
7. Public Policy Analysis (methods)
8. Public Policy Evaluation (process)
9. Public Policy Evaluation (methods)
10. Impact of public policies – Regulatory Impact Assessment
11. Value for money concept
12. Strategic governance

**Support literature:**

Core:

- Salamon, Lester M. (ed). 2002 The Tools of Government: A Guide to the New Governance. Oxford University Press. ISBN 9780195136654
- Dunn, W. N.(2017): Public Policy Analysis. An Integrated Approach. Routledge. ISBN 9781138743847

Recommended:

- Moran, M.; Rein, M.; Goodin, R. E. (2008) The Oxford Handbook of Public Policy, Oxford: OUP.

**Syllabus:**

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Mgr. Tomáš Černěnko, PhD., Tomáš Jacko, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMr OF/OOA21403/21	<b>Title of course:</b> Quality Management
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 40% team presentation of a semester project 60% written exam	
<b>Student workload:</b> Workload: 130 hours Attendance at seminars: 26 hours Preparation for seminars: 26 hours Preparation of a semester project: 13 hours Preparation for the exam: 65 hours	
<b>Teaching results:</b> <b>Knowledge</b> By completing the course, students gain knowledge about the importance, historical development and trends in the future direction of quality management; accordingly on quality management and assurance principles, tools or methods; on the interrelationship between quality management and international ISO standards; or the application of quality management standards on the example of specific industries - e.g. automotive industry. <b>Skills</b> Students' skills are demonstrated by their understanding of the nature and importance of the integration of quality management systems, environment and occupational safety/health; mastering basic concepts and approaches of quality management (e.g. TQM = Total Quality Management); understanding the requirements of ISO 9001, 14001, 45001 and the ability to implement them in practice; respectively the ability to identify possible economic benefits of applying quality management systems. <b>Competences</b> By completing the course, students will acquire competences related to the process of applying individual tools and techniques of quality management in practice; or using the acquired knowledge related to the importance of the human factor - employees and customers - in the process of quality management (for example, in measuring customer satisfaction, as one of the starting points for quality assurance/improvement).	
<b>Indicative content:</b>	

The course deals with the issue of quality management - its essence, importance and trends in the future; quality standards; diverse quality management concepts, methods and tools; the importance of the human factor - employees and customers - in the process of quality management and assurance; and, last but not least, the interrelationships and links between quality, environmental and occupational safety management.

**Support literature:**

1. Tricker, R. 2019. Quality Management Systems. A Practical Guide to Standards Implementation. United Kingdom: Taylor & Francis Ltd.
2. Sartor, M., Orzes, G. 2019. Quality Management: Tools, Methods, and Standards. United Kingdom: Emerald Publishing.
3. Natarajan, D. 2017. ISO 9001 Quality Management Systems. Germany: Springer International Publishing.
4. Kiran, D. R. 2016. Total Quality Management: Key Concepts and Case Studies. United Kingdom: Butterworth-Heinemann Elsevier Ltd.

**Syllabus:**

1. The essence and importance of quality management. Development stages of quality management. Important representatives of quality management. Trends and directions of quality management. Quality 4.0.
2. Quality Management Concept (TQM).
3. Principles of quality management. Process approach in quality management systems. Risk based approach.
4. Quality management system according to the international standard ISO 9001: 2015.
5. Environmental management system according to the international standard ISO 14001 and the Community eco-management and audit scheme (EMAS).
6. Occupational health and safety management system according to the international standard ISO 45001.
7. Integration of quality management systems, environment and occupational safety.
8. Quality management systems according to industry standards (e.g. food industry, automotive industry and others).
9. Audit of management systems according to international ISO standards (Types of audits. Management of audit program. Performance of audits. Competences and evaluation of auditors). The importance of the human factor in quality management.
10. Service quality management. Measuring customer satisfaction.
11. Economic aspects of quality management.
12. Accreditation. Authorization. Notification. International and national organizations supporting accreditation. Certification of management systems, personnel and products.
13. Tools, methods and techniques of quality management and assurance.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:**

**Date of the latest change:** 23.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Baumöhl, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Naqibullah Daneshjo, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Ferdinand Daňo, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Peter Drábik, PhD., MSc., Person responsible for the delivery, development and quality of the study programme prof. Ing. Eva Hanuláková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KPOI NHF/NNS21101/21	<b>Title of course:</b> Risk Management and Insurance
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20% seminar assignments and case studies, 10% mid-term test, 10% group and teamwork assignments, 60% written exam	
<b>Student workload:</b>	
<b>Teaching results:</b> After successful completion of this course, students will have knowledge of: - understanding the basics of risk and the possibilities of its management for individuals as well as legal persons - understanding the risk management process, including its phases, steps and tools Practical skills and competencies consist in the ability to: - identify relevant risk management methods for the specific situations - understand the basic methods and tools of risk management, their advantages and disadvantages depending on the financial capabilities of the entity and other circumstances - apply relevant and effective risk management methods to the specific situations - analyze, interpret and compare types of insurance coverage, as well as other forms of risk transfer	
<b>Indicative content:</b> The aim of the course is to familiarize students with the basic issues of risk management and insurance. The course focuses on the theoretical aspects of the definition of the risk, its classification and analysis from the perspective of various scientific disciplines. Attention is focused on risk management with an emphasis on insurance as a traditional risk management tool. The second group of problems is a closer analysis of the principles of insurance, including an analysis of types of insurers and their marketing systems, insurance regulation and pricing of insurance products. The course offers an opportunity to understand the basics and processes of life and non-life insurance.	
<b>Support literature:</b> REJDA, G. E., MCNAMARA, M. J., RABEL, W. 2019. Principles of Risk Management and Insurance. 14/e. Pearson. ISBN-13: 9780135641293. TRIESCHMANN, J. S., HOYT, R. E., SOMMER, D.W. 2004. Risk Management and Insurance. 12/e. Thomson. ISBN 0-324-18320-8. HARRINGTON, S., NIEHAUS, G. 2004. Risk Management and Insurance. 2/e. Irwin-McGraw Hill, New York. ISBN-10: 0072339705.	

**Syllabus:**

1. Risk in society
2. Insurance and risk, insurability of risks
3. Risk management process
4. Advanced topics in risk management
5. Types of insurers
6. Marketing systems in insurance companies
7. Distribution systems and insurance contracts
8. Processes in the insurance company
9. Underwriting and pricing of risks
10. Risks in life insurance
11. Risks in non-life insurance
12. Regulation in insurance and risk management
13. New trends in insurance and risk management

**Language whose command is required to complete the course:****Notes:****Assessment of courses**

Total number of evaluated students: 54

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
12.96	0.0	0.0	20.37	31.48	20.37	11.11	3.7	0.0	0.0	0.0	0.0

**Lecturer:** doc. Ing. Zuzana Brokešová, PhD., doc. Ing. Tomáš Ondruška, PhD., prof. Ing. Erika Pastoráková, PhD., Ing. Zuzana Gajdošová, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21253/21	<b>Title of course:</b> Risk and uncertainty in finance
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10% mid-semester test, 10% homeworks and class activity, 20% end year test, 60% final exam.	
<b>Student workload:</b> Total study load (in hours): 1 credit = 8 hours, i.e. total student load = 6 credits * 8 hours Student workload: 156 hours Attendance of lectures – 26 hours, seminars – 26 hours, seminar preparation – 26 hours Preparation for mid-term test – 10 hours, preparation for the end year test – 20 hours Preparation for the final exam – 48 hours	
<b>Teaching results:</b> Students will learn to apply analytical methods and familiarize with approaches for complex problem-solving in finance. Students will gain an overview on the financial system regulation in the area of managing and measuring financial risks. Students will learn to apply risk methodologies used in theory for practical exercises and will work on specific case studies. Students will be able to: Knowledge and Understanding, Skills, Competence <ul style="list-style-type: none"> <li>• apply theoretical approaches used in the area of risk management and portfolio theory, market risk and credit risks,</li> <li>• evaluate impact of specific scenarios on a relevant risk profile,</li> <li>• analyze risk – return relationship while considering different investments,</li> <li>• apply different approaches in the environment of existing regulatory framework.</li> </ul>	
<b>Indicative content:</b> <ul style="list-style-type: none"> <li>• Theory of finance, risk-return</li> <li>• Portfolio theory,</li> <li>• Probability of default estimation theories</li> <li>• Simulation approaches in finance</li> <li>• Concentration risk measurement</li> <li>• Regulation framework</li> <li>• Stress Testing framework</li> <li>• Securitization principles and examples</li> </ul>	



**Support literature:**

Jorion (2006). Value at Risk: The New Benchmark for Managing Financial Risk. McGraw-Hill.  
 Bernstein, P. (1992). Capital Ideas: The Improbable Origins of Modern Wall Street. New York: Free Press.  
 Ross, Westerfield, Jaffe, and Jordan. (2011). Corporate Finance: Core Principles and Applications. 3rd Edition. McGraw Hill.

**Syllabus:****Language whose command is required to complete the course:**

english

**Notes:****Assessment of courses**

Total number of evaluated students: 1

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** Ing. František Hocman, PhD., Ing. Kristína Jančovičová Bognárová, PhD.

**Date of the latest change:** 06.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC21023/21	<b>Title of course:</b> Sales Strategy (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English) or KPH FPM/MMC21025/21-Business Economy (in English) or KMr OF/MOA21149/21-Marketing (in English)	
<b>Requirements to complete the course:</b> 30 % seminar project, 70 % final written exam	
<b>Student workload:</b> 156 h ((participation in lectures 26 h, participation in seminars 26 h, preparation of seminar projects 34 h, preparation for final exam 70 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• Students will gain knowledge of the sales strategy as the part of corporate strategy, variants, relations, consequences and the process of its creation and implementation in the company; on complex analytical methods used in the process of creating a sales strategy, as well as on specific methods of sales and marketing engineering, esp. quantitative responsive models but also semi-quantitative and qualitative methods.</li> <li>• Students will also learn methods and process of evaluating already implemented sales strategies, necessary for creating a comprehensive system, enabling feedback and continuous progress in this field.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• Ability to synthesize the knowledge gained from different courses within the study program and to apply this knowledge in solving specific business cases related to sales strategy, esp. through solving partial but also complex case studies and seminar projects.</li> <li>• Ability to identify, analyze and critically assess the problems of business practice in the field of sales strategy in accordance with the assigned task.</li> <li>• Ability to set goals of a practical solution, systematize the necessary data and information, use appropriate methods, formulate proposals and conclusions.</li> <li>• Creating a presentation of the solution to the assigned task from the field of sales strategy, using available IT solutions, and the ability to answer questions in a qualified and independent manner.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• Students are able to define the market position of the company and on its basis to choose the appropriate type of sales strategy that should be implemented.</li> </ul>	

- To manage the creation of a chosen type of sales strategy (starting with the analysis of the current position, formulation of tasks, and choosing proper tools).
- To use progressive software solutions to support qualified strategic managerial decision-making process.
- To apply complex analytical methods and specific methods of sales and marketing engineering, esp. quantitative responsive models but also semi-quantitative and qualitative methods.
- To apply forecasting models and in-depth analytical tools, allowing not only to analyze past developments and the current state, but also to analyze current trends and predict future sales.
- To evaluate the effectiveness of implemented sales strategy.

**Indicative content:**

Thematic definition of lectures:

1. Concept and Context of Sales Strategy. Classification of Sales Strategies. The Process of Creating a Sales Strategy.
2. Sales & Marketing Engineering and Market Analysis as a Starting Point for a Successful Sales Strategy.
3. Consumer Behavior in B2C Markets as a Factor Influencing The Sales Strategy.
4. Consumer Behavior in B2B Markets as a Factor Influencing The Sales Strategy.
5. Customer-Centric Sales Strategies.
6. Competitive Analysis and Types of Competitive Sales Strategies.
7. Types of Competitive Sales Strategies.
8. Product-Centric Sales Strategies.
9. Sales strategies focused on marketing communication - part I.
10. Sales strategies focused on marketing communication - part II.
11. Sales strategies focused on distribution – part I.
13. Sales strategies focused on distribution – part II.
14. Evaluation of sales strategies.

Thematic definition of exercises:

1. Methodology of basic approach to sales & marketing analysis - SWOT.
2. Basic indicators of quantitative market analysis and applications.
3. Customer choice models and applications.
4. Different ways of approaching customers.
5. Industry analysis, indicators allowing the evaluation of market / industry attractiveness and company's internal strength.
6. Presentations of seminar projects.
7. Sales strategies focused on market share.
8. Case studies focused on designing and launching a new product and forecasting its sales.
9. Situational analysis for the purpose of marketing communication strategy.
10. Designing and budgeting the communication mix.
11. Selecting distribution routes, choosing the distribution strategy, and modifying selected distribution routes - practical applications.
12. Presentations of seminar projects.
13. Evaluation of assignments, harvesting value from sales strategy course.

**Support literature:**

Basic literature:

1. PORTER, Michael. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York : The Free Press, 1980. 396 s. ISBN 9780029253601.
2. LILIEN, Gary L. - RANGASWAMY, Arwind, - DE BRUYN, Arnaud. Principles of Marketing Engineering and Analytics, 3rd Edition. DecisionPro, Inc., 2018. 328 s. ISBN 978-0985764821.

3. LILIEN, Gary L. - KOTLER, Philip - MOORTHY, Sridhar. K. Marketing Models. Prentice Hall, 1991. 803 s. ISBN 978-0135446447.

Supplementary literature:

1. KOTLER, Philip - KELLER, Kevin L. 2017. Marketing management. 2017. ISBN 978-0-13-385646-0.

2. KOTLER, Philip - KELLER, Kevin L. 2016. Marketing management. India : Pearson India Education Services Pvt. Ltd., 2016. ISBN 978-93-528-6880-3.

3. Enginius: Marketing Engineering Online. Dostupné na internete: <https://www.enginius.biz/>

4. USUNIER, Jean-Claude – LEE, Julie Anne. Marketing Across Cultures, 6th Edition. Pearson, 2012. 478 s. ISBN 978-0273757733.

### **Syllabus:**

Thematic definition of lectures:

1. Concept and Context of Sales Strategy. Classification of Sales Strategies. The Process of Creating a Sales Strategy.

Content of the sales strategy, and its interdisciplinary links. The place of the sales strategy in the structure of business strategies. The process of creating a sales strategy. SWOT analysis as a broad-spectrum method of basic approach to sales & marketing analysis. Overview of follow-up methods - deepening the results of SWOT analysis. Dimensions of modern sales & marketing approaches and strategies.

2. Sales & Marketing Engineering and Market Analysis as a Starting Point for a Successful Sales Strategy.

Managerial decision-making in the context of sales strategies, software support in choosing proper sales strategies, analytical tools, quantitative and qualitative methods, types of models, responsive models, forecasting models, benefits and limitations of these models, principles and examples of applying sales & marketing engineering methods and models.

3. Consumer Behavior in B2C Markets as a Factor Influencing The Sales Strategy.

Specifics of B2C markets. Factors influencing consumer behavior in B2C markets. Types of consumer behavior and customer purchasing decisions in B2C markets. Current trends in consumer behavior. Differences in consumer behavior in global and local markets.

4. Consumer Behavior in B2B Markets as a Factor Influencing The Sales Strategy.

Specifics of B2B markets. Types of B2B markets. Specifics of consumer behavior in B2B markets – producers, resellers, government, and institutions market. Customer preferences, product / brand attributes, simple and multinomial choice models, analysis of elasticity of customers preferences. Current trends in consumer behavior in B2B markets. Neuromarketing and its use in customer-centric sales strategies (lecture provided by an external partner).

5. Customer-Centric Sales Strategies.

Positioning strategy. Customer relationship management. Customer needs, purchasing process, approaches to measure the customer value (objective, perceptions-based and behavioral), relations: costs – price - value, customer valuation methods, esp. CLV analysis (Customer Lifetime Value), RFM (Recency, Frequency, Monetary Value) model, etc.

6. Competitive Analysis and Types of Competitive Sales Strategies.

Competitive analysis as a starting point for creating a competitive strategy. Basic competitive strategies - cost leadership, differentiation, and focus strategy. Competitive intelligence.

7. Types of Competitive Sales Strategies.

Some other selected types of competitive sales strategies - market share strategies, strategies differentiated according to market position, strategies based on the product / market matrix, strategies based on the time factor and the globalization factor. Possibilities of using software solutions in the process of creating a competitive strategy, perception maps, preference maps, JointSpace maps, changes in market share caused by changes in perceptions of product / brand attributes.

## 8. Product-Centric Sales Strategies.

Product design. Strategies for developing and launching a new product. Strategies in other phases of the product life cycle. Modeling consumers response using Conjoint analysis. Launching a new product on the market. Forecasting models: model ASSESSOR, Bass model. Use of analogy in forecasting future sales.

## 9. Sales strategies focused on marketing communication - part I.

Choosing elements of marketing communication - specifics of sales strategies in advertising, promotion, public relations, direct marketing, and personal sales. Changes in the marketing environment and its impact on the form of marketing communication. Components of marketing communication and importance of these components in the communication mix.

## 10. Sales strategies focused on marketing communication - part II.

The process of creating a marketing communication strategy. Current trends and specific forms of marketing communication. Online marketing communication, possibilities of measuring and evaluating its effectiveness (lecture provided by an external partner).

## 11. Sales strategies focused on distribution – part I.

12. Characteristics of distribution routes and distribution entities. Choosing a distribution channel.

## 13. Sales strategies focused on distribution – part II.

Distribution system. Types of distribution strategies and their characteristics. Current trends and future of distribution channels and distribution strategies. Direct Marketing. E-commerce.

## 14. Evaluation of sales strategies.

Approaches to measuring sales & marketing performance. Sales & marketing audit. Current approaches and developments in the field of marketing performance evaluation. KPI's (Key Performance Indicators).

Thematic definition of exercises:

1. Methodology of basic approach to sales & marketing analysis - SWOT. Assignment of seminar project from the field of sales & marketing analysis. Adapting the seminar project to different conditions - types of companies, industries, markets, etc.

2. Basic indicators of quantitative market analysis and applications - market potential, market capacity, market saturation. In-depth methods of sales & marketing analysis. Application using the software Marketing Engineering for Excel or Enginius.

3. Customer choice models and applications. Preference elasticity analysis using the Multinomial Logit Model and solving it in ME>Excel or Enginius.

4. Different ways of approaching customers. CLV (Customer Lifetime Value) analysis using ME>Excel or Enginius, and RFM (Recency, Frequency, Monetary Value) model.

5. Industry analysis, indicators allowing the evaluation of market / industry attractiveness and company's internal strength. Methodology for finding a competitive advantage based on differences. Market segmentation - applications (segmentation basis, descriptors, profiles, etc.) and classification. Targeting, up-selling, cross-selling. Application of segmentation and classification using the ME>Excel software or Enginius. Using dendrogram to choose the number of segments according to the loss of information.

6. Presentations of seminar projects. Learning and using presentation and communication skills. Getting feedback.

7. Sales strategies focused on market share. Portfolio analysis, positioning strategies. Application of ME>Excel / Enginius software to create perception maps, preference maps, JointSpace map, and to find the optimal mix of attributes, which is maximizing the market share. GE McKinsey matrix.

8. Case studies focused on designing and launching a new product and forecasting its sales. Using ME>Excel / Enginius to prepare the Conjoint analysis, and to use Bass model, model ASSESSOR, and MS Excel Solver to forecast future sales.

9. Situational analysis for the purpose of marketing communication strategy. Basic components of the communication mix and its use. Assignment of a seminar project focused on creating optimized marketing communication mix. Discussing current trends in marketing communication.
10. Designing and budgeting the communication mix. Applying ADBUG decision-making model to optimize the marketing communication's budget using ME>Excel / Enginius.
11. Selecting distribution routes, choosing the distribution strategy, and modifying selected distribution routes - practical applications. Optimizing the CALLPLAN system using ME>Excel / Enginius.
12. Presentations of seminar projects. Learning and using presentation and communication skills. Getting feedback.
13. Evaluation of assignments, harvesting value from sales strategy course.

**Language whose command is required to complete the course:**

Slovak

**Notes:**

**Assessment of courses**

Total number of evaluated students: 21

A	B	C	D	E	FX
71.43	19.05	9.52	0.0	0.0	0.0

**Lecturer:** Ing. Peter Štetka, PhD., Ing. Dana Hrušovská, PhD., doc. PhDr. Peter Dorčák, PhD., Ing. Katarína Grančičová, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC21031/21	<b>Title of course:</b> Small and Medium Enterprises (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English) or KPH FPM/MMC21015/21-Business Economy	
<b>Requirements to complete the course:</b> 5 % presentation practical studies, 25 % semestral written exam, 70 % written exam	
<b>Student workload:</b> 104 h (participation on lectures 26 h, participation on seminars 26 h, preparation for seminars and presentations 15 h, preparation on semestral exam 13 h, preparation for exam 24 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• Acquisition of current knowledge about the complex of business activities of SMEs, especially selected current information on the role and importance of SMEs in the state economy, legislative and regulatory conditions and business requirements, support for small and medium enterprises at state and European level and the specifics of family and social enterprises.</li> <li>• Acquisition of a complex of knowledge from tax and fee issues of employees, employers, sole trader and other business entities.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• effectively use essential information about the company as a business entity, its basic features, and legal forms of SME business in practice,</li> <li>• critically evaluate and analyze the advantages and disadvantages of individual legal forms of business, NP and LP</li> <li>• characterize the specifics of business in SMEs</li> <li>• understand and master the essence of business regulation, taxation system and levy system in Slovakia,</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• identify specifics of business entities in the SME category,</li> <li>• critically evaluate the possibilities of choosing the appropriate legal form of business for a given business activity,</li> <li>• develop a business plan for starting a business,</li> <li>• determine the contribution obligations of the employee, employer and sole trader,</li> <li>• calculate the tax liability of NP and LP (income tax, local taxes, VAT).</li> </ul>	
<b>Indicative content:</b>	

Thematic definition of lectures:

1. Understanding and importance of SMEs.
2. Establishment of the company and implementation of its activities in SMEs.
3. Personnel activities and employee remuneration
4. Taxation income of natural persons.
5. Social and health insurance.
6. Corporate Income Tax.
7. Family businesses.
8. Social businesses.
9. Local taxes and fees.
10. Indirect taxes.
11. Business environment and business regulation.
12. SME Support within the Slovak Republic.
13. Support for SMEs in the EU environment.

Thematic definition of exercises:

1. Establishment and foundation of the enterprise.
2. Business plan and funding budget.
3. Remuneration of employees and taxation of income from dependent activities.
4. Income taxation of natural persons.
5. Taxation of combined income of natural persons.
6. The burden of contributions of self-employed persons revenues.
7. Income taxation of owners of personnel, capital companies and cooperatives.
8. Family business.
9. Local taxes and their impact on SME localization.
10. Calculation and administration of value added tax.
11. Semester written work.
12. Social entrepreneurship.
13. Selected financial issues of small and medium enterprises.

### **Support literature:**

Basic literature:

1. MASOURAS, Andreas. Entrepreneurship in Small and Medium-Sized Enterprises. NOVA Publishing, 2019. 326 s. ISBN 978-1-53615-922-6.
2. VEBER, Jaromír. Podnikání malé a střední firmy. 3. aktualiz. a dopl. vyd. Praha : Grada, Publishing, 2012. 332 s. ISBN 978-80-247-4520-6.
3. OLEJNIK, Edith. International Small and Medium-Sized Enterprises. Berlin : Springer Gabler, 2014. 184 s. ISBN 978-3-658-04876-1.

Supplementary literature:

1. MASOURAS, Andreas - MARIS, Gergios - KAVOURA, Androniki. Entrepreneurial Development and Innovation in Family Businesses and SMEs. Advances in Business Strategy and Competitive Advantage Series. Business Science Reference, 2020. 340 s. ISBN 978-1-7998-3650-6.
2. MANAGEMENT ASSOCIATION, INFORMATION RESOURCES. Start-Ups and SMEs: Concepts, Methodologies, Tools, and Applications: Concepts, Methodologies, Tools, and Applications. IGI Global, 2020. 546 s. ISBN 179981761X, 978-1-799-81761-1.
3. KARAOLANIS, Andreas. Small Business Management: A Road Map for Survival During Crisis.. Business Expert Press, 2020. 134 s. ISBN 978-1-9515-2735-8.
4. KAZUNGU, Brian. The Sme Handbook: The Small to Medium Enterprise Business Map. Amazon Digital Services LLC - KDP Print US, 2020. 111 s. ISBN 978-1-6543-6171-6.
5. POPAL, Pia. Small to Medium Sized Enterprises and Corporate Social Responsibility: The Role of International Networks. London : Routledge, 2019. 232 s. ISBN 978-042-951-629-0.



6. TENZIN, Tashi. Micro, Small and Medium Enterprise (MSMEs) in employment generation and its effects on Entrepreneurship. GRIN Verlag, 2018. 32 s. ISBN 978-3-6687-0442-8.

### **Syllabus:**

Thematic definition of lectures:

#### 1. Understanding and importance of SMEs

Characteristics of SMEs - quantitative and qualitative definition of SMEs with emphasis on the division of enterprises according to applicable EU legislation. The role and social, economic and political functions of SMEs in the national economy. The share of SMEs in the macroeconomic indicators of the Slovak Republic and its development. Specific forms of entrepreneurship as part of SMEs. (freelancers – self-employed farmers). Advantages and disadvantages of doing business in SMEs compared to large companies. External and internal barriers to SME development. Creating a suitable environment for SMEs by the state and the EU.

#### 2. Establishment of the company and implementation of its activities in SMEs

Sequence of steps for the establishment and creation of SMEs. Definition and tasks business plan resulting from the corporate decision-making process. Identification of business plan beneficiaries. Proposal of a business plan comprehensive structure and documents forming part of it. Start up plan - business concept as a specific kind of a business plan which is prepared before starting a business. Characteristics and creation of start up budget. Specifics of marketing activities in SMEs. Marketing planning and marketing mix. Business activities. Cooperation of companies, possibilities of creating partnerships and business networks.

#### 3. Personnel activities and employee remuneration

Organization of personnel work. Employment of specific groups of employees. The system of remuneration of employees in the company. Basic categories of employee remuneration. Wage conditions and wage benefits. Income from dependent activities, which are subject to income tax. Characteristics and features of income from dependent activity which are not subject to income tax. Income from dependent activities, which are not subject to income tax and the income exempt from the tax. Taxation of employee income - the method of taxation of income from a dependent activity by advance payments and the specifics of taxation of income from dependent work. Annual settlement of advances on income tax from dependent activities.

#### 4. Taxation income of natural persons

Subject of the tax of a natural persons. Exemption from income tax. Division of taxable income into active and passive. Taxation of income from profit sharing. Income and expenses from business activities - either as a business entity or a sole proprietor - real evidence based incurred expenses, and application of flat-rate expenses. Taxable base of income tax. Tax rate for a NP. Quarterly and monthly advance tax pre-payments.

#### 5. Social and health insurance.

Characteristics of the employee and employer contribution burden, the burden of contributions from service contracts and temporary work of students, and the burden of contributions for entrepreneurs. Social and health insurance for self-employed persons (Sole proprietorship): contribution duty for self-employed persons (Sole proprietorship), determination of base for premium payments, determination of the amount and advance payments for insurance. Contribution duty for newly established and business performing sole proprietorship. Annual premium settlement health insurance. Quantification of the amount of the employer's contribution obligations and their identification in the company's accounting.

#### 6. Corporate Income Tax

Legal persons subject to corporate income tax according to Act no. 595/2003 on income tax. Determining the tax base or tax loss. Scheme for calculating the corporate income tax base. Definition of a subject of the tax and income exempt from income tax. Characteristics of tax expenses, limited tax expenses, tax expenses, which the ITA recognizes only after payment and nondeductible items in the tax return - nondeductible expenses. Tax rate from the corporate tax

base. Advance tax payments. Tax loss deduction. Remittance of a portion of the corporate income tax paid. Profit share taxation.

#### 7. Family businesses

Definition of the term family business and characteristics of family businesses. Classification of family businesses - forms and types. Cultural patterns and developmental stages of family businesses. Peculiarities of family business management. Specifics of family firms. Ways of resolving conflicts in family business. Advantages and disadvantages of family business. Legislative barriers and succession problems in family businesses. Family businesses in EU. Current state of family business in the Slovak Republic.

#### 8. Social businesses

Characteristics of social entrepreneurship and social enterprises as key players of the social economy. Definition and goals of social enterprises. Types of social enterprises. The concept of a hybrid organization, sheltered workshops and sheltered workplaces. Current legislation on social entrepreneurship in the Slovak Republic. Registered social enterprises and their types.

#### 9. Local taxes and fees

Current local taxes in the Slovak Republic according to valid legislation: local taxes and fees for municipal waste and small construction waste, tax for a dog, for the use of public space, for accommodation, for vending machines, for non-winning slot machines, for an entry and parking of a vehicle in the historical part of the city and for nuclear equipment. Determination of the subject of the tax, tax base and the tax liability and tax assessment Characteristics of the real estate tax, determination of tax base, determination of tax-exempt real estates.

#### 10. Indirect taxes

Definition of indirect taxes according to the valid legislative - definition of added value and definition of turnover. Determination of the taxable person - VAT payer, subject of the tax and tax base. Determination of goods and services to which the basic and reduced tax rate applies. Procedure for registration as a VAT payer. VAT payer registration procedure. Conditions for mandatory VAT registration. Conditions and motives for voluntary VAT registration. Conditions for claiming the excess VAT deduction/ tax refund. Filing a tax return for VAT.

#### 11. Business environment and business regulation.

Definition of business environment. Introduction of the basic theoretical bases for the formation of business conditions. Business regulation and determining the information and regulatory obligations of business entities. Characteristics of individual methods of evaluating the quality of the business environment - factor, expert, mixed and economic-mathematical. Measuring the quality of the business environment using various indexes. Characteristics of the most famous international institutions identifying the conditions in which business takes place and the Slovak PAS (Business Alliance of Slovakia). Current state of the business environment in the Slovak Republic.

#### 12. SME Support within the Slovak Republic

Characteristics of the SME national level support, which is implemented through state / public aid (individual ministries, SBA, SARIO, SIEA, CVTI SR, PPA, SZRB) and private aid (Association of Slovak Entrepreneurs, SZZ, SOPK) on the basis of legislation consisting of two initiatives: the Small Business Act and law on the support of small and medium-sized enterprises,

#### 13. Support for SMEs in the EU environment

EU SME policy objectives. Institutional framework for EU support. Categories of EU support directly in the form of grants, loans and guarantees or through programs managed at national or regional level. Characteristics of individual EU programs, institutions and financial instruments to support SMEs (2- COSME, EU Programs and funds, European Investment bank, European Investment Fund, The CREATIVE EUROPE Program and the EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT (EBRD) and the JEREMIE Initiative.

Thematic definition of exercises:

### 1. Establishment and foundation of the enterprise

Solving practical examples of the establishment and foundation of a enterprise. Characteristics of life and limited liability companies as the most common legal forms of business in the field of SMEs. Comparison of advantages and disadvantages of these forms of business, especially in terms of administrative and financial burden in their establishment. Establishment of an imaginary enterprise in the form of life and a limited liability company in compliance with applicable legislative procedures.

### 2. Business plan and funding budget

A comprehensive example for drawing up a founding budget. Calculations of the annual budget of operating costs, working capital needs, total starting capital needs, foreign capital needs, interest rates, provided that the lack of equity will be covered by a bank loan. The draft annual budget of costs, revenues, and determination of the economic result. Calculation of profit after tax and determination of return on equity and total invested capital. Assessment of the effectiveness of the implementation of the business plan.

### 3. Remuneration of employees and taxation of income from dependent activity

Solving practical examples for calculating wages and taxing the income of natural persons from dependent activities. Scheme of taxation of income from dependent activity in advance. Calculation of the employee's insurance contributions, partial tax base, tax bonus, the amount of advances on income tax from dependent activity and net monthly income in the observed year, provided that the employee also had other cash and non-cash income in individual months. Elaboration of the employee's annual settlement with the additional application of all non-taxable parts of the tax base applicable by law.

### 4. Income taxation of natural persons

Solving practical examples of natural persons income taxation. Scheme for calculating the tax base for a taxpayer who has only one type of business income that is subject to the tax. Use of flat - rate expenses and their calculation. Principles for the application of non - taxable parts of the tax base and their calculation. Conditions for applying the progressive tax rate. Tax calculation. Calculation of the tax bonus and conditions of its application. Calculation of tax advances.

### 5. Taxation of combined income of natural persons

Scheme for calculating the tax base for a taxpayer who has several types of income that are subject to tax. Calculations of partial tax bases on this income. Calculation of the partial income tax base from dependent activity. Calculation of the partial tax base on income from business and other self - employed activity. Calculation of the partial tax base on rental income and on the use of work and artistic performance. Calculation of the special capital gains tax base. Calculation of the partial tax base on other income. Calculation of tax, tax bonus and tax advances.

### 6. The burden of contributions of self-employed persons revenues

Solution of practical examples for the calculation of the self-employed persons (Sole proprietorship) social insurance contribution burden. Method of calculating the actual assessment base. Calculation of assessment base and individual monthly contributions for types of social insurance. Solution of practical examples for the calculation of the self-employed persons (Sole proprietorship) health insurance contribution burden. Method of calculating the actual assessment base. Calculation of assessment base and monthly advances for health insurance.

### 7. Income taxation of owners of personnel, capital companies and cooperatives

Solution of practical examples for the calculation of income tax Legal Persons. Scheme of calculation of the tax base based on the application of deductible and addable items. Subsequently, the calculation of profit shares of individual partners - natural persons in various legal forms of business legal persons according to the Commercial Code, respectively. according to the adjustments in the partnership agreement and the taxation of the calculated profit shares - double taxation of the dividend, i.e. in the form of income tax natural persons in partners v.o.s and general partners k.s.

#### 8. Family business

Analysis of specific examples of family businesses. Pointing out the dynamics of family business and entrepreneurial family administration. Description of the structure of tools and roles in its management. Defining the basic rules and procedures for setting up a family business. Conflicts in family business, with a special focus on succession issues. Design a family business.

#### 9. Local taxes and their impact on SME localization

Solution of practical examples for the calculation of individual types of local taxes with emphasis on real estate tax - tax on land, apartments and buildings. Assessment of the possibility of exemption. Example of business location - selection of the most suitable location based on a comparison of the amount of tax burden in the case of relevant local taxes for a given business in different cities in Slovakia.

#### 10. Calculation and administration of value added tax

Solving practical examples for the calculation of value added tax. Determination of the obligation to register as a VAT payer on the basis of turnover. Determination of the date of submission of the application for registration as a VAT payer and the date of payment of the tax liability. Calculation of the amount of tax liability in the case of business partners with the same VAT rate, calculation of the amount of tax liability in the case of business partners with an unequal VAT rate. Calculation of VAT deduction, assessment of conditions for its application.

#### 11. Semester written work.

#### 12. Social entrepreneurship

Identifying the basic factors of social entrepreneurship on the examples of specific social enterprises. Proposal for the establishment of a social enterprise: the concept of the idea, the definition of the goal, the determination of production activity and economic functioning.

#### 13. Selected financial issues of small and medium enterprises

Presentation of the solution of tasks: identification of potential sources of financing of SMEs - subsidies, grants, microcredit, venture capital funds, etc., at the national, resp. European level, to find out and analyze the conditions for the possibility of drawing them and then to present the chosen procedure for obtaining an investor resp. the procedure for submitting an application for drawing funds from a selected source.

#### **Language whose command is required to complete the course:**

English

#### **Notes:**

#### **Assessment of courses**

Total number of evaluated students: 18

A	B	C	D	E	FX
5.56	38.89	22.22	22.22	5.56	5.56

**Lecturer:** doc. Ing. Mgr. Gabriela Dubcová, PhD., Ing. Denisa Gajdová, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KSRaP NHF/ NNF21110/21	<b>Title of course:</b> Social Policy
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1., 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 5% active participation in professional discussion, 20% individual written work, 15% presentation output from a case study, 60% exam	
<b>Student workload:</b>	
<b>Teaching results:</b> The aim of the course is to equip students with knowledge and basic analytical skills in relation to the main areas of interest of social policy as a scientific discipline and as a practical activity in a changing socio-economic environment. The student will gain the ability to independently perceive and analyze social problems and critically evaluate the proposed methods of their solution. To lead students to understand the relationship and application of criteria of economic and social efficiency in relation to various entities in the process of creating and implementing social policy. The subject is based on social theory, explains the types of social policy and develops basic knowledge of the theory and practice of social policy through knowledge about the functions of social policy, its social and economic conditionality, its principles, content and specific tools in our country and abroad. After completing the course, the student should be able to: <b>Knowledge and understanding</b> - understand the values, principles, and goals of social policy - be familiar with the theories, legislation, concepts and strategic documents related to the issue - be familiar with social policy identifiers in qualitative form, which will make it possible to examine economic phenomena from a quantitative point of view - understand the principles of functioning of social policy models - apply knowledge in practical situations and take a creative approach to solving specific social situations - understand socio-economic relations for their effective application in economic practice - to gain knowledge about the types, manifestations, structure and dynamics of social problems on a national, regional scale and about the relations between them - to gain knowledge about sources of information, methods of data collection and processing in the social field - synthesize the basic features of social theory in relation to the European environment <b>Competence</b>	

- ability to work independently with studies related to social policy
- openness to perception and interpretation of social phenomena and problems
- the ability to take the social aspect into account when solving practical economic problems

#### Skills

- apply the right methods, procedures and techniques in specific social situations in the field of creation as well as implementation of social policy
  - identify the responsibility of specific institutions according to competencies for social problems
  - interpret the results of analyzes in the social field
  - the ability to identify individual social benefits for beneficiaries in specific life situations
- discuss social problems and their possible solutions

#### **Indicative content:**

1. Social policy and its definition. Social awareness and social legislation. Stages of development and personalities of social policy in the European area. Social policy as a theory and practice.
2. Values of social policy. Principles and functions of social policy.
3. Definition of legal, economic and program instruments of social policy. Participation and roles of actors in social policy. Institutional and competence framework in the social field.
4. Market environment and social policy, transformation process of social sphere, decentralization, deregulation. The relationship between social and economic policy.
5. Social and economic problems. Transformation of social policy and its adaptation to new socio-economic and social changes, aspects of economic and subsequently social reform. Fiscal problems of social policy and their social causes.
6. Social policy and European integration, social protection systems in the EU, development and foundations of European social policy, social rights in the EU.
7. Typology of social policy models in selected EU countries. Economic performance and social consideration of social systems, solidarity and meritocracy in the social subsystems of the Slovak Republic.
8. Poverty and social exclusion, causes and manifestations of poverty, measurement of poverty, poverty and social inequalities, spatial and social context of poverty, target groups at risk of poverty and social exclusion, strategy to combat poverty and social exclusion, social inclusion policy. Rescue social network.
9. Definition of social security and its subsystems. Economic sustainability and efficiency of subsystems in the context of changing conditions.
10. Quality of life and society. Economics and quality of life, developmental aspects of quality of life. Factors and determinants of quality of life.
11. The position of education in society and its function, the role of the state and other subjects of educational policy. Equitable access to education. Rate of return on investment in education. Educational system in Slovakia. Current problems in the field of education.
12. Objectives and tools of housing policy, methods of financing, housing support, current problems. The role of housing policy in the social quality of life of the citizen, support for housing development in the countries of the European Union.
13. Health, its importance and place in society. Healthcare and health insurance. Definition of target groups, the role of the state, the market and the individual.

#### **Support literature:**

1. Sika, P. a kol.: Sociálna politika. Vydavateľstvo EKONÓM, 2018. ISBN 978-80-225-4544-0.
2. Dudová, I., – Stanek, V., – Polonyová, S.: Sociálna politika. Wolters Kluwer, 2018. ISBN: 978-80-8168-866-9.
3. Krebs, V. a kol.: Sociální politika, Wolters Kluwer, 2015. ISBN: 978-80-7478-921-2.
4. Spicker, P.: Social Policy: Theory and Practice. Bristol University Press, 2014. ISBN 9781447316107

5. Baldock, J., – Mitton, L. – Manning, N., – Vickerstaff, S.: Social Policy. Oxford University Press, 2011. ISBN: 978-0199570843.

**Syllabus:**

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 10

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
20.0	0.0	0.0	10.0	40.0	20.0	10.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Michaela Nováková, PhD., Ing. Hana Poláčková, PhD., Ing. Simona Polonyová, PhD., doc. Ing. Eva Pongrácz, PhD., doc. Ing. Peter Sika, PhD., doc. Ing. Silvia Šipikalová, PhD., Ing. Roman Klimko, PhD.

**Date of the latest change:** 07.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Reháč, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21032/21	<b>Title of course:</b> Strategic management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % at exercise activity, 30 % seminar work, 60 % written exam	
<b>Student workload:</b> 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, elaboration of seminar work 26 h, preparation for exam 52 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"> <li>• to acquire knowledge of the causes and meaning of strategic management,</li> <li>• to acquire knowledge of theories and concepts of strategic management,</li> <li>• to acquire knowledge of methods of strategic analysis and synthesis,</li> <li>• to acquire knowledge of business and corporate strategies,</li> <li>• to acquire knowledge of methods of strategy implementation.</li> </ul> Competence: <ul style="list-style-type: none"> <li>• to perceive the enterprise creatively, cross-sectionally and compactly, to substantiate the meaning of its current and future existence,</li> <li>• to think creatively and critically about the company's goals, its position in the industry, in the business environment and about the strategy for achieving the goals in the present and the future,</li> <li>• to deduce fundamental and long-term conclusions from the broad picture of reality, which will result in sustainable business making meeting the criteria of social and environmental responsibility.</li> </ul> Skill: <ul style="list-style-type: none"> <li>• to acquire the ability to formulate the vision, mission and goals of the company,</li> <li>• to acquire the capacity to carry out an external strategic analysis in a particular company and to identify its possible positions in the industry,</li> <li>• to acquire the ability to develop an internal strategic analysis in a particular company and formulate its competitive advantage,</li> <li>• to acquire the ability to elaborate a strategic synthesis and formulate a business and corporate strategy in a particular company,</li> <li># to acquire the ability to elaborate a process for implementing the strategy in a particular company.</li> </ul>	
<b>Indicative content:</b> Thematic definition of lectures:	



1. Introduction to strategic management
2. Target orientation of the company
3. Analysis of the external environment of the company
4. Predicting the development of the external environment
5. Analysis of the internal environment of the company
6. Strategic synthesis
7. Business strategies
8. Business strategies in selected situations
9. Corporate strategies
10. Management and evaluation of corporate portfolio
11. Strategy implementation: communication, organization and administration.
12. Strategy implementation: leadership, culture, power, internal conflict.
13. Strategic planning and informal strategy concepts.

Thematic definition of exercises:

1. Clarification of basic concepts of strategic management.
2. Strategic decisions, strategic thinking, strategic managers.
3. Formulation of the vision, mission and goals of the company.
4. Exploring the external environment of the company.
5. Predicting the development of the external environment of the company.
6. Examination of the internal environment of the company.
7. Strategic synthesis and formulation of business strategies.
8. Generic concepts of business strategies.
9. Business strategies in selected situations.
10. Identification and formulation of corporate strategies.
11. Methods of corporate portfolio evaluation.
12. Strategy implementation.
13. Referencing and evaluation of seminar papers.

### **Support literature:**

Basic literature:

1. DESS, Gregory G. – LUMPKIN, G. Tom – EISNER, Alan B. – McNAMARA Gerry. Strategic management. Creating competitive advantages. Ninth edition. New York : McGraw-Hill Education, 2018. 592 s. ISBN: 978-1259098680.
2. GRANT, Robert M. Contemporary Strategy Analysis: Text and Cases. 9th revised edition. Hoboken : John Wiley & Sons, 2016. 848 s. ISBN 9781119941897.
3. ROTHARMEL, Frank T. Strategic management. Concepts and Cases. 3rd Edition. New York : McGraw-Hill/Irwin, 2016. 526 s. ISBN 978-1259913747.

Supplementary literature:

1. BARON, Robert A. – HMIELSKI, Keith M. Essentials of Entrepreneurship. Elgar 2018. 384 s. ISBN 978 1 78811 590 2.
2. BRANDENBURGER, Adam. Strategy needs creativity. HBR March-April 2019.
3. BURNS, Paul. New Venture Creation. London : Palgrave MacMillan, 2014. 484 s. EAN 9781352000504.
4. GANS, Joshua – SCOTT, Erin L. – STERN, Scott. Strategy for start-ups. HBR May-June 2018.
5. MALNIGHT, Thomas W. – BUCHE, Ivy – DHANARAJ, Charles. Put the purpose at the core of your strategy. HBR September-October 2019.
6. MORDEN, Tony. Principles of Strategic Management. Third edition. Ashgate : Routledge, 2017. 640 s. ISBN 9781138297128.
7. NECK, Heidi M. – NECK, Christopher P. – MURRAY, Emma L. Entrepreneurship. The practice and mindset. London : SAGE, 2018. ISBN 9781506376158.

8. SCHMITT, Bernard H. *Stratégia odvážnych*. Bratislava : Eastone Books, 2010. 171 s. ISBN: 978-80-8109-121-6.
9. VOIGT, Kai I. – BULIGA, Oana – MICHL, Kathrin. *Business Model Pioneers*. Berlin : Springer, 2017. 215 s. ISBN 978-3-319-38845-8.

### **Syllabus:**

Thematic definition of lectures:

#### 1. Introduction to strategic management

Definition of the term strategy. Development of theory and practice of strategic management. Development phases of strategic management. Concepts of strategic management. Strategic management process. Levels of strategic management. Executors of strategic management. Strategic thinking.

#### 2. Target orientation of the company

Vision. Mission. Identification of business. The relationship between mission and vision. Mission change. Stakeholders. Mission as a document. Strategic intent. Objectives and hierarchy of objectives. Content of objectives. Formulation of goals.

#### 3. Analysis of the external environment of the company

The nature of the external environment. Macro environment analysis. Industry environment analysis. Parameters and driving forces of the industry. Competitive forces. Monitoring and predicting the behavior of competitors. Evaluation of the overall attractiveness of the industry.

#### 4. Predicting the development of the external environment

Forecasting and forecasting process. Anticipation and adaptation in a volatile external environment. Prognostic methods. Mathematical and statistical methods. Heuristic methods. Goal oriented methods. Anticipating strategic surprises.

#### 5. Analysis of the internal environment of the company

Classification of elements of the internal environment. Competitive advantage. Conditions for the creation of a competitive advantage. Models of competitive advantage. Multivariate analysis of competitive advantage. Sustainability of competitive advantage. Process and methods of internal analysis.

#### 6. Strategic synthesis

SWOT table. Compilation of the strategy according to the SWOT table. Offensive and defensive strategies. Strategy compilation according to the SPACE method. Strategy as a tension between goals and resources. Organization of work in formulating strategy. Strategy visualization. Strategy selection.

#### 7. Business strategies

Contingent typology of business strategies. Generic typologies of business strategies: Porter, Hall, Mintzberg, Miles and Snow, Nelson Valverde. Typology of strategic hours. Best cost strategy (Porter's typology + hybrid strategy).

#### 8. Business strategies in selected situations

Strategies adapted to the structure of the industry. Strategies adapted to the life cycle of the industry. Strategies adapted to the company's position in the industry. Strategies for small enterprises. Strategies for enterprises in crisis. Strategies in cyclical sectors. Strategies in a dynamic and complex environment. Blue ocean strategy.

#### 9. Corporate strategies

Company growth and development. Concentration on one business and transition to diversification. Corporate advantage. Growth strategies. Concentration strategy. Vertical integration strategy. Related diversification strategy. Unrelated diversification strategy. Alliance strategy. Acquisition strategy. Stabilization strategy. Revitalization strategies. Decline strategies.

#### 10. Management and evaluation of corporate portfolio

Characteristics of corporate strategy. Portfolio analysis methods. BCG matrix and its modifications. GEC matrix. Shell matrix. Industry life cycle matrix. Parent matrix. Evaluation

of strategic parameters of business units. Formulation of corporate strategy. Managing a multi business company

11. Strategy implementation: communication, organization and administration.

Structure and conditions of strategy implementation. Communication during implementation. Creating a suitable organizational structure. Alignment of the organizational structure with the strategy. The approaches to the organizational structure influenced by the strategy. Integration and integration mechanisms. Administrative tools. Balanced Scorecard concept. Control systems. Remuneration.

12. Strategy implementation: leadership, culture, power, internal conflict.

Strategic leadership. Company culture. Open cultures. Interests and power. Power bases.

Leader as a coach, agile and prompt leadership. Political skills. Bureaucratic skills. Limits of bureaucracy. Internal conflict.

13. Strategic planning and informal strategy concepts.

Comparison of formal and informal concept of strategy creation. Informal methods and procedures for creating a strategy. Effectiveness of informal methods and procedures of strategy creation. Strategic planning process. Formal documentation of strategic planning. Demands, expectations and paradoxes of strategic planning. Strategic planning in practice. Business models. Thematic definition of exercises:

1. Clarification of basic concepts of strategic management.

Recapitulation of knowledge from the course of Management, the meaning of strategic management, the causes of nascence of strategic management, the content of strategy, strategy versus tactics, the role of competition in strategy formulation, internal and external assumptions for the implementation of effective strategic management.

Assignment of seminar work.

2. Strategic decisions, strategic thinking, strategic managers.

Executives of strategic management. Thinking of strategic managers. Planned and unplanned business strategy. Strategic and tactical decision making. Chapter 1. collections of case studies:

1.1 Generals in ties

1.2 Unplanned and spontaneous strategy

1.3 Strategic managers and strategic thinking

1.4 Strategic and tactical decisions

3. Formulation of the vision, mission and goals of the company.

Target orientation of the company. Reconciliation of values, vision, mission and goals of the company. Content of values, mission, vision and goals of the company. Chapter 2. :

2.1 Formulation of Henkel's company values

2.2 Steve Jobs - the greatest visionary of the IT business

2.3 Formulation of the mission of Virtual Reality Media company

2.4 Company goals

4. Exploring the external environment of the company.

Macro environment analysis. Analysis of the industry and competitive environment. Factors influencing the development of the industry. Identification of strategic groups in the industry.

Chapter 3. :

3.1 Analysis of the technical-technological environment

3.2 Industry analysis of the chemical industry

3.3 Driving forces of business making in industrial branches

3.4 Industry of construction design

5. Predicting the development of the external environment of the company.

Predicting the development of the macro-environment and industry environment of the company based on the identification and prediction of driving forces and the creation of strategic scenarios.

Chapter 4. :

4.1 Business making in wellness  
4.2 Foresight in food developments  
4.3 The future of electro mobility  
4.4 The end of the newspaper?

6. Examination of the internal environment of the company.  
Competitive advantage analysis, application of VRIO method, sustainability of competitive advantage. Long-term metamorphoses of the development of the competitive advantage of a mature company. Competitive advantage of a small nascent company. Chapter 5. :

5.1. Examination of Beiersdorf's company competitive advantage  
5.2 The structure of the competitive advantage of Komárno Printers company  
5.3 Startup Addwork

7. Strategic synthesis and formulation of business strategies.  
Application of SWOT synthesis, SPACE, the concept of the blue ocean and bold thinking.  
Chapter 6. :

6.1 Kofola - how to beat Coca-Cola and Pepsi-Cola?  
6.2 Formulation of business strategy of VTS CR  
6.3 Formulation of Xiaomi's business strategy  
6.4 Railway transport development strategy  
6.5 Developing a strategy of audacious thinking

8. Generic concepts of business strategies.  
Application of generic business strategies. Cost leadership, differentiation and specialization strategy. Chapter 7. :

7.1 Retail networks  
7.2 Medusa Group  
7.3 Aerospool  
7.4 Application of selected typologies of business strategies

9. Business strategies in selected situations.  
Application of the strategy of a small nascent company, the strategy of a company in a mature industry, the strategy of a company in a dynamic and complex environment and in a crisis.  
Chapter 8. :

8.1 Strategy of small nascent company  
8.2 Banking in Slovakia  
8.3 Strategies in a dynamic and complex environment  
8.4 Strategy for companies in crisis

10. Identification and formulation of corporate strategies.  
Application of related diversification strategy, unrelated diversification, vertical integration and acquisition strategy. Chapter 9. :

9.1 Matador Holding, Co.  
9.2 Penta Investments, investment group  
9.3 Zara, Co.  
9.4 Kofola, Co.

11. Methods of corporate portfolio evaluation.  
Application of BCG matrix with multiple coordinate systems, GEC matrix, industry life cycle matrix and parent matrix. Chapter 10. :

10.1 BCG matrix  
10.2 Philip Morris portfolio  
10.3 Industry Life Cycle Matrix  
10.4 Ironworks Podbrezová

Submission of seminar work.

12. Strategy implementation.

Application of strategy implementation tools. Communication, organizational structure, corporate culture, BSC method. Chapter 11. :

11.1 Communication as a tool for strategy implementation

11.2 Samsung Corporation - adaptation to changes in the business environment

11.3 Corporate culture as a tool for strategy implementation

11.4 Application of the Balanced Scorecard method in the implementation of strategy in a passenger rail transport company

13. Referencing and evaluation of seminar papers.

Granting of the record to AIS.

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 21

A	B	C	D	E	FX
14.29	0.0	14.29	14.29	28.57	28.57

**Lecturer:** prof. Ing. Štefan Slávik, CSc.

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21106/21	<b>Title of course:</b> Taxation
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 5.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Active forms of teaching 40%: • Individual work, activity 5% • Continuous papers 35% Written exam 60%	
<b>Student workload:</b> Total student workload in hours - daily: $6 \times 26 = 156$ hours Independent load for individual educational activities: participation in lectures 26 h, participation in exercises 26 h, preparation for exercises 13 h, problem solving and activity in exercises 13 h, preparation for continuous papers 26 h, preparation for exam 52 h.	
<b>Teaching results:</b> <ul style="list-style-type: none"> <li>• Upon successful completion of the course, students will have a comprehensive view of the use of taxes as an important tool of economic policy of the state.</li> <li>• Students will be able to use basic procedures for calculating the tax liability of natural and legal persons.</li> <li>• Students will understand the basic knowledge and context not only in the field of economics with a focus on finance, banking, and insurance, but also economic, social and regional policy, public and corporate finance and tax theory and policy.</li> <li>• Students will have the ability to process empirical analyzes and forecasts using mathematical-statistical apparatus and methodological procedures.</li> </ul> Upon successful completion of this course, students will be able to: <b>Knowledge:</b> <ul style="list-style-type: none"> <li>a / understand that the process of assessment and collection of taxes is governed by certain rules - tax principles, respectively principles.</li> <li>b / understand that the adoption of measures in the field of taxation is closely connected with the applied economic policy of the state,</li> <li>c / understand the basic procedure of personal income taxation, adjustment of the tax base and the final tax liability of natural persons,</li> <li>d / assess the tax aspect of the deductibility / non-deductibility of the expense (cost) in connection with the determination of the physical tax base, respectively legal person,</li> </ul>	

e / apply the basic mechanisms for determining the tax liability of property taxes as well as motor vehicle taxes.

f / understand and apply the VAT mechanism in tax practice - in the country, in the EU as well as in contact with third countries,

g / use a professional conceptual apparatus and master basic tax skills,

h / understand the basic principles and procedures of taxation of goods subject to excise duties.

ch/ to acquire and understand essential facts, concepts, principles, and theories related to the functioning of the national economy, public and business finance, taxes, the banking and insurance sectors.

Competences:

a / make proper use of specific technical terms used in the field of tax theory and policy,

b / master general knowledge and skills in the field of taxation to create a precondition for students to acquire further cognitive and individual knowledge,

c / to create a theoretical and application basis for the dissemination of knowledge in the field of all taxes to students at the 2nd level of study, will be implemented by specialized subjects taught in the specialization Taxation.

d / ability to take a critical look at the implemented procedures and to further develop the professional aspects of one is social and working life,

e / the ability to adopt a culture of thinking and cognition, as well as to work in diverse groups of professional teams.

Skills:

a / calculate and interpret the amount of the tax burden of entities at the national and international level,

b / quantify the partial bases of personal income tax, adjust the common tax base of natural person,

c / calculate and adjust the final tax liability of natural person,

d / get acquainted with the structure and content of the tax return of a natural person,

e / clarify the system of determining and adjusting the corporate tax base,

f / calculate the tax base and tax for property taxes, get acquainted with the content and structure of the tax return for real estate tax,

g / understand the principle of motor vehicle taxation,

h / explain the principle of operation and calculation of VAT in the country, the EU, in third countries,

ch / perform basic calculations related to excise taxes.

i / specify and propose measures concerning the change of policies of management entities, work with standard tools of economic and financial policy used in decision-making of public and private sector entities,

j / to maintain contact with the latest development according to the focus of the study program and to continue the study smoothly at the 2nd level of study.

### **Indicative content:**

Lectures

1. Clarify the objectives of state tax policy and the issue of tax optimization. To explain tax principles.

2. Calculate the tax burden of entities.

3. Characterize the tax, criteria of division and redistribution of taxes, categorize the valid Slovak tax system.

4. Explain and apply to the conditions of practice the basic and secondary features of taxes.

5. To characterize the income tax of a natural person, to categorize the income into groups according to the type of income, to calculate the common tax base.

6. Adjust the common tax base for non-taxable parts of the tax base, calculate the tax liability and adjust the calculated tax for tax bonuses.

7. Clarify the principles of corporate income taxation, adjustment of the tax base for addable and deductible items, calculation of corporate tax.
8. Assess and analyze the tax deductibility of expenses (costs) of entities.
9. Define, categorize, and apply the issue of local taxes.
10. Explain and interpret the position of value added tax in the national as well as in internationally.
11. Explain the principles of applying VAT in the internal market, in relations with EU Member States as well as with third countries.
12. Clarify the mechanism of operation of VAT in the country.
13. Outline the position and system of calculation of excise taxes in the tax system of the Slovak Republic.

Active form of teaching:

1. Introduction - organizational instructions.
2. Basic terminology, general information about the Slovak tax system, functions and requirements of taxes, introduction to income tax propaedeutics.
3. Personal income tax - monthly tax period.
4. Non - taxable part of the tax base - theory and personal income tax - annual tax period.
5. Personal income tax - annual tax period.
6. Corporate income tax - annual tax period.
7. Personal and corporate income tax - annual tax period - summary and recurrence.
8. First semester test on the issue of income tax. Property taxes.
9. Motor vehicle tax.
10. VAT.
11. VAT, excise duties.
12. Second semester test on the issue of property taxes and VAT.
13. Corrective semester test.

**Support literature:**

Articles in scientific journals.

Articles in professional journals.

Internet sources

SALANIÉ, B. Economics of Taxation (2003). Cambridge: MIT Press, 2003. ISBN 978-0262-19486-0.

SCHULTZOVÁ, Anna - RABATINOVÁ, Marcela. The Competitiveness of the economy from the perspective of tax policy. In Political sciences, law, finance, economics and tourism. International multidisciplinary scientific conferences. Political sciences, law, finance, economics and tourism : SGEM International multidisciplinary scientific conferences on social sciences and arts : conference proceedings : 1-10 September 2014, Albena, Bulgaria. - Sofia : STEF92 Technology, 2014. ISBN 978-619-7105-26-1. ISSN 2367-5659

RABATINOVÁ, Marcela - SCHULTZOVÁ, Anna. Elimination of VAT evasion in Slovakia - selected antifraud measures. In Political sciences, law, finance, economics and tourism. International multidisciplinary scientific conferences. Political sciences, law, finance, economics and tourism : SGEM International multidisciplinary scientific conferences on social sciences and arts : conference proceedings : 1-10 September 2014, Albena, Bulgaria. - Sofia : STEF92 Technology, 2014. ISBN 978-619-7105-26-1. ISSN 2367-5659, s. 233-240.

**Syllabus:**

**Language whose command is required to complete the course:**

english

**Notes:**



**Assessment of courses**

Total number of evaluated students: 8

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
25.0	0.0	0.0	37.5	25.0	0.0	12.5	0.0	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Marcela Rabatinová, PhD., doc. Ing. Juraj Válek, PhD.**Date of the latest change:** 06.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KCR OF/OOG211024/22	<b>Title of course:</b> Technique in Tourism (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 4 <b>Per course:</b> 52 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Course: Active lecture/seminar 15 % Presentation and defence of project 25 % Total 40 % Exam: Final written exam 60 %	
<b>Student workload:</b> Total student workload: 156 hours. <ul style="list-style-type: none"> <li>• Attendance at lectures: 52 hours</li> <li>• Preparation for seminars 13 hours</li> <li>• Processing of semester project 26 hours</li> <li>• Participation of group tasks 13 hours</li> <li>• Preparation for the exam 52-hours</li> </ul>	
<b>Teaching results:</b> The aim of the study of this course is to acquire knowledge, competences and skills for the successful creation of tourism products not only in the form of a separate service, but in the form of a set of services package. The course focuses on the processing of a comprehensive supply. <b>Knowledge</b> The student will gain knowledge in the area of calculation of accommodation and other services into the final price of tourism product. They will be able recognize type of contracted price of travel agency (guarantee - commitment or allotment). Students will be able to analyse the possibilities of combining different types and prices of transport – maritime, air, rail, and road. They will expand their knowledge by calculating allowances in case studies using a tour catalogue. They identify the use of mobile applications in security, operation and payment for these modes of transport. <b>Skills</b> The student will be able to synthesize and then apply theoretical knowledge related to the preparation of an offer for the customer not only in the form of a separate service, but in the form of a set of services package. Based on the acquired knowledge, he will be able to systematically use current professional knowledge and present his skills in order to design the most appropriate combination of services implemented on a specific example, create working groups, manage them	

and work in a team.

#### Competences

Graduates of this course will be prepared for competencies in creating a tourism product offering. They will be able to analyze, budget and decide on a set of service packages that will be specific to a given destination. The acquired competencies will enable the student to improve their critical thinking in the creation of tourism products with regard to the possibility of combining different types of transport. They will improve their soft skills (communication and presentation and / or interpreting skills).

#### **Indicative content:**

Course Technique in tourism introduces students to the practice of tourism enterprises. They will be able to apply functions of marketing management in tourism enterprises with emphasis on the mutual relations of these enterprises (on the side of the supplier to the customer and the customer in relation to external service providers). They will be able to use techniques of sale of services to offer not only in the form of a separate service, but in the form of a set of services package.

#### **Support literature:**

DILEEP, M.R. Tourism, Transport and Travel Management. New York: Routledge, 2019. 470 p. ISBN 9781138557444

MARIANI, Marcello et al. Tourism Management, Marketing, and Development: Performance, Strategies, and Sustainability. London: Springer, 2016. 292 p. ISBN 9781137401854.

SERRAT BECH, Maria Josep. Selling Tourism Services at a Distance. New York: Springer, 2012. 196p. ISBN 9783642278877.

#### **Syllabus:**

1. Theoretical basis for operations in the processes of services implementation, which are part of tourism products. Basic and additional services that are part of package.
2. Financial relations and payments in tourism B2C. Financial relations and payments in B2B.
3. Human resources and specifics of their work in tourism services. Qualification requirements. Specifics of conditions for workers in Slovak companies in the sense of the Labor Code and in the conditions of international enterprises outside the territory of the Slovak Republic.
4. Acquisition of means of transport. Loan, Leasing and its forms. Car sharing.
5. Accommodation and catering facilities in the franchising.
6. The provision of accommodation capacities, types of contracting between travel agents and hotel.
7. Maritime transport II. Transport provision for the needs of tourism divided into river and sea transport. Vehicle models. Port mooring services and ship service during B2B mooring. Care for passengers during the voyage and during mooring. Operations related to the organization of trips for participants in the B2C cruise.
8. Coach and bus transport in tourism. Contracting of coach transport between the customer and the transport company. Price calculation. Time limits for driving performance. Specifics of passing a coach on the territory of another state.
9. Coach trip calculation as package product.
10. Air transport services II. Requirements for airlines from the aspect of cooperation with the Transport Office in the Slovak Republic, IATA and ICEAO. Contracting in organized tourism.
11. Air transport services II. Contracting in organized tourism. Division of responsibilities between travel agencies and airlines. Contracting of catering services.
12. Client insurance, types of insurance for the needs of traveling abroad. Interconnection of banking and insurance products. International cooperation of insurance companies in the implementation of insurance claims. Cooperation of an insurance company and an intermediary. International cooperation of insurance companies in resolving insurance claims abroad.
13. Guide services. Legal framework for the performance of guide activities. Specifics of

individual positions in terms of technical standard. Cooperation of the guide with the tour operator, local tours.

**Language whose command is required to complete the course:**

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

**Lecturer:** doc. RNDr. Pavol Plesník, PhD., Ing. Alexander Fräsch, PhD., Ing. Jozef Gáll, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Dana Benešová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Viera Kubičková, PhD., Person responsible for the delivery, development and quality of the study programme doc. RNDr. Kvetoslava Matlovičová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anna Michalková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Monika Naďová Krošláková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of International Relations	
<b>Course code:</b> KMEVaHD FMV/ VVA22028/22	<b>Title of course:</b> World Economy 2 (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> The final grade is based on continuous control during the semester and the oral exam, as follows: 20% of the total assessment of the course consists of continuous control during the study (activity and control questions 10%, presentation of news 20%). The final evaluation is in the form of an oral exam (which represents 80% of the total evaluation of the course).	
<b>Student workload:</b> participation in lectures 26 h, participation in seminars 26 h, preparation for seminars including presentation of news 26 h, preparation for exam 78h	
<b>Teaching results:</b> The aim of the course is to understand the issues of economic development of the countries of Southeast Asia, the so-called Asian tigers (with the addition of Japan and China). The main task of the course is to introduce economic development in the context of political changes in order to understand the basic historical and economic context and specifics of the region. The emphasis is put not only on economic history, but also on understanding the current economic situation based on historical events. The course is designed on the basis of the so-called case studies of the development of individual economic milestones in the history of selected countries in the region, solutions to economic crises and analysis of development plans for the future. <b>Knowledge</b> The student will gain knowledge about economic and historical development in the region, the context of this development, will understand the conditions of economic formation of individual states. <b>Competence</b> Graduate of the course International economics - regional aspect will be oriented in the position of the region in the world economy and will be able to predict its development as well as possible further participation in world trade and integration groups, will understand economic policy in the region, especially the foreign economic policy. <b>Skills</b> After completing the course, the student should: - Understand the economic and political development in selected countries of the region	

- Based on the application of knowledge of economic theory, student will be able to understand the context in this economic development
- Understand the connections between the political regime and applied economic theory
- Know the economic solutions that have been applied in the region to manage economic crises
- Evaluate the measures taken and understand the results they have produced
- Critically propose appropriate economic measures
- Predict possible future scenarios of economic development in the region.

**Indicative content:**

Introduction to the economic history of SE Asia. Japan. Japan II, Asian crisis. NICs in general. South Korea. Taiwan. Hong Kong + Singapore. NIK II Thailand + Malaysia. Indonesia + Philippines. Vietnam as a new "tiger". India - specific position in the region. Integration groups in Asia. China.

**Support literature:**

- STUBBS, R. 2018. Rethinking: Asia's Economic Miracle. London: Palgrave. 2nd edition. ISBN 978-1-137-5525-4.
- STUDWELL, J. 2014. How Asia Works. Success and Failure in the World's Most Dynamic Region. Grove/Atlantic, Inc. ISBN 978-0802121325
- SCHUMAN, M. 2010. The Miracle: The Epic Story of Asia's Quest for Wealth. Harper Business. ISBN 978-0061346699
- KIM, E.M. 1999. The Four Asian Tigers: Economic Development and the Global Political Economy. Emerald Publishing. ISBN 978-0-124-07440-8
- CLIFFORD, M.L., PAU, J. 2011. Through the Eyes of Tiger Cubs: Views of Asia's Next Generation. ISBN 978-1-118-09464-8
- KAWAI, Masako – PETRI, Peter.A. - CAPANELLI, Giovanni: Asian Regionalism in the World Economy. Edward Edgar Publishing. 544 pages. ISBN 97818488448544.
- KATZENSTEIN, Peter,J.: A World of Regions: Asia and Europe in the American Imperium (Cornell Studies in Political Economy). Cornell University Press. 2005. 320 pages. ISBN – 13: 9780801443596.
- ITO, Takatoshi – HOSHI, Takeo: The Japanese Economy. The MIT Press. 2020. 616 pages. ISBN 9780262538244.
- NAUGHTON, Barry,J.: The Chinese Economy. The MIT Press. 2018. 608 pages. ISBN 9780262534796.
- HANDELMAN, Howard – BRYANEN, Rex: Challenges of the Developing World. Published by Lanham Boulder New York London Rowman&Littlefield Publishing, Inc. 2017. 363 pages. ISBN 978538116661.

**Syllabus:**

1. Introduction to the economic history of SE Asia. Common signs. Political regimes and the impact on the economy.
2. Japan
  - The Meiji era, reforms and modernization of Japan
  - The Japanese economic miracle
  - Lost decade
3. Japan II, Asian crisis
  - Japan - current status
  - Politics of Shinzo Abe - 3 arrows
  - The problem of population aging and debt
  - Kuril Islands
  - Asian crisis - reason, course, consequences
4. NICs in general
  - Basis of NIK countries

- Transformation of the economy
- Factors of economic success - internal and external
- 5. South Korea
  - Economic development of South Korea (60s, 70s, 80s, 90s)
  - Chaebols
  - Park Geun Hye politics, current status - appeal
  - DPRK economy, reforms in the DPRK
- 6. Taiwan
  - Taiwan's economic development
  - Hsinchu Park
  - Current economic situation
- 7. Hong Kong + Singapore
  - Economic development
  - Services
- 8. NIK II Thailand + Malaysia
  - Economic development
  - Agriculture + industry
- 9. Indonesia + Philippines
  - Economic development
  - Agriculture + industry
- 10. Vietnam as a new "tiger"
  - Economic development
  - Current state, Vietnam + Slovakia cooperation
- 11. India - specific position in the region.
  - Economic development
  - Services in India
- 12. Integration groups in Asia. Impact of integration on economic development.
- 13. China
  - Economic development
  - Deng Xiao Ping reforms

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 29

A	B	C	D	E	FX
41.38	6.9	20.69	6.9	17.24	6.9

**Lecturer:** doc. Ing. Martin Grešš, PhD., Ing. Kristína Baculáková, PhD., Ing. Zuzana Beňová, Mgr. Andrej Kiner, Ing. Jakub Pernický

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Lubomír Čech, CSc.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of International Relations	
<b>Course code:</b> KMEVaHD FMV/ VVA22029/22	<b>Title of course:</b> World Economy 3 (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> The final grade is based on continuous control during the semester and the oral exam, as follows: 20% of the total assessment of the course consists of continuous control during the study (activity and control questions 10%, presentation of news 20%). The final evaluation is in the form of an oral exam (which represents 80% of the total evaluation of the course).	
<b>Student workload:</b> participation in lectures 26 h, participation in seminars 26 h, preparation for seminars including presentation of news 26 h, preparation for exam 78 h	
<b>Teaching results:</b> The aim of the course is to understand the issues of economic development of the countries of North and Latin America. The main task of the course is to present economic development in the context of political changes in order to understand the basic historical and economic context and specifics of the region. The emphasis is put not only on economic history, but also on understanding the current economic situation based on historical events. The course is designed on the basis of the so-called case studies of the development of individual economic milestones in the history of selected countries in the region, solutions to economic crises and analysis of development plans for the future. <b>Knowledge</b> The student will gain knowledge about economic and historical development in the region, the context of this development, will understand the conditions of economic formation of individual states. <b>Competence</b> Graduate of the course International Economics 2 will be oriented in the position of the region in the world economy and will be able to predict its development as well as possible further participation in world trade and integration groups, will understand economic policy of the region, especially the foreign economic policy. <b>Skills</b> After completing the course, the student should: - Understand the economic and political development in selected countries of the region	



- Based on the application of knowledge of economic theory, student will be able to understand the context of this economic development
- Understand the connections between the political regime and applied economic theory
- Know the economic solutions that have been applied to the region to manage economic crises
- Evaluate the measures taken and understand the results they have produced
- Critically propose appropriate economic measures
- Predict possible future scenarios of economic development in the region.

**Indicative content:**

Introduction to the economic history of Latin America. Brazil - economic and political development until the 90s. Brazil - economic and political development in the 90s. Brazil - the current economy. Argentina - economic and political development until the 90s. Argentina - economic and political developments in the 90s. Argentina - the current economy. Chile - economic and political development. Chile - current economy. Mexico - brief economic and political development. USA - History of Economic Development. USA - current economy. Canada - brief economic and political development.

**Support literature:**

LAWRENCE, A. et al. 2017. New History of Modern Latin America. California. University of California Press. ISBN 0520289021

EDWARDS, S. 1995. Crisis and Reform in Latin America: From Despair to Hope. World Bank. ISBN 978-0195211054

SHERMAN, J.W. 2019. Latin America in crisis. Routledge. ISBN 78-0367316563

DEVLIN, R. 2016. Debt and Crisis in Latin America: The Supply Side of the Story. Princeton University Press. ISBN: 9780691634272

SACHS, Jeffrey – SANDERS, Bernie: Building the New American Economy – Smart, Fair and Sustainable. Columbia University Press. 2018. 152 pages. ISBN 9780231184052.

WRIGHT, Robert,E.: One Nation Under Debt – Hamilton, Jefferson and History of What We Owe. McGraw Hill Publisher, 2008. 256 pages. ISBN 0071543937.

WALTER, Greason - GORMAN, Wiliam, M.- ZIOBRO, Melissa: The American Economy. Kendall Hunt Publishing. 2016. 198 pages. ISBN 9781524902675.

BAER, Werner: The Brazilian Economy – Growth and Developement. Lynne Rienner Publishers. 2007. 500 pages. ISBN: 9781588264756.

KINGSTONE, Peter: The Political Economy of Latin America: Reflection on Neoliberalism and Developement after Commodity Boom. Routledge. 2018. 216 pages. ISBN 9781138926998.

**Syllabus:**

1. Introduction to the economic history of Latin America - a brief description of the region, common features of countries. Historical - political development with emphasis on the specifics of the region
2. Brazil - economic and political development until the 90s, the alternation of military and civilian governments, economic programs
3. Brazil - economic and political development in the 90s, crisis management and lessons learned
4. Brazil - the current economy of Brazil, foreign trade, development trends and challenges for the future
5. Argentina - economic and political development until the 90s, the alternation of military and civilian governments
6. Argentina - economic and political developments in the 90s, crisis management and lessons learned
7. Argentina - the current economy of Argentina, foreign trade, development trends and challenges for the future

8. Chile - economic and political development, the alternation of civilian and military governments with an emphasis on the economic development of Chile during the dictatorship of Augusto Pinochet
9. Chile - current economy, foreign trade, development trends and challenges for the future
10. Mexico - brief economic and political development, development trends and challenges for the future
11. USA - History of Economic Development, Reaganomics and Clintonomics
12. USA - current economy, foreign trade, development trends and challenges for the future
13. Canada - brief economic and political development, development trends and challenges for the future

**Language whose command is required to complete the course:**

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 2

A	B	C	D	E	FX
0.0	50.0	50.0	0.0	0.0	0.0

**Lecturer:** Dr. habil. Ing. Eva Jančíková, PhD., Ing. Barbora Janubová, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme Dr. habil. JUDr. Ing. Katarína Brocková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Grešš, PhD., Person responsible for the delivery, development and quality of the study programme Dr. habil. Ing. Eva Jančíková, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Rudolf Kucharčík, PhD., Person responsible for the delivery, development and quality of the study programme doc. PhDr. Ľubomír Čech, CSc.