

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KÚA FHI/MIE21013/21	Title of course: Accounting (in english language)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 26 hours of lectures 26 hours of seminars 13 hours of preparation for the lectures 26 hours of preparation for the seminars 24 hours of preparation for the continuous written essay (40 % of the overall grading) 41 hours of preparation for the final written exam (60 % of the overall grading) Total study load (in hours): 156	
Student workload: 26 hours of lectures 26 hours of seminars 13 hours of preparation for the lectures 26 hours of preparation for the seminars 24 hours of preparation for the continuous written essay (40 % of the overall grading) 41 hours of preparation for the final written exam (60 % of the overall grading) Total study load (in hours): 156	
Teaching results: Upon finishing the course, the students will acquire the knowledge, competence and skills necessary for understanding the underlying economic assumptions of the accounting, fundamental principles of double-entry book-keeping, its regulatory framework, on the principles of preparation of the financial statements and the interpretation of the accounting data. Knowledge The student will acquire knowledge about the fundamental elements of financial statements (assets, liabilities, equity, expenses, income) , their application in determination, presentation and assessment of economic results, and the relation between the transactions and other events and such elements. Consequently he/she will acquire knowledge on the accounting in its sense as an information system providing data for the bot the decisions making and confirmatory purposes. He/she will also acquire the knowledge about the need and the existence of various accounting regulatory frameworks, on the techniques of double-entry accounting, on the principles, procedures and formal rules applied in accounting and on the content and the structure of the financial statements.	

Competence

Upon finishing the course, the student will be able to identify the relations between the transactions and (respectively) other events and fundamental elements of financial statements and to apply the fundamental principles and formal rules for maintaining the accounting records and for the preparation of the documents for the preparation of the financial statements.

Skills

The students will be able, in accordance with the relevant accounting regulations, to apply the principles of double-entry accounting to reflect the economic transactions and other events. On the other hand, based on the said accounting information, they will be able to explain the economic position of the accounting entity and its changes due to such transactions and events.

Indicative content:

The accounting as a source of the economic information with confirmatory and predicting value. Measurement of assets and liabilities and its impact on accounting information. Regulatory framework of the accounting. Accounting statutes in the Slovak republic. Content and the structure of financial statements. General requirements for accounting information. Business activities of an enterprise and its general reflection in the accounting. Principles of double-entry accounting and their applications. Formal and technical aspects of the accounting. Comparison of financial statements for micro entities, small entities and large entities.

Support literature:

1. Juhászová, Z. a kol. (2021). Účtovníctvo. Bratislava : Wolters Kluwer
2. Pakšiová, R. – Janhuba, M. (2012). Teória účtovníctva v kontexte svetového vývoja. Bratislava : Wolters Kluwer.
3. Zákon č. 431/2002 Z. z. o účtovníctvo, v znení neskorších predpisov.
4. Zákon č. 513/1991 Z. z. Obchodný zákonník, v znení neskorších predpisov
5. Opatrenie Ministerstva financií č. 23054/2002 –92 ktorým sa ustanovujú podrobnosti o postupoch účtovania a rámcovej účtovnej osnove pre podnikateľov účtujúcich v sústave podvojného účtovníctva v znení neskorších predpisov, v znení neskorších predpisov.
6. 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. The accounting as a source of the economic information with confirmatory and predicting value

Essential elements used in the accounting (assets, liabilities, equity, expenses, income), their economic substance and application for the decisions focused on the future and for the assessment of the past performance. Users of the accounting information and their typical requirement on the content and the quality of information. Assessment of the impact of actual transactions and other events on the wealth of a company and its changes. Comparability of accounting information and its impact on a creation of accounting regulation-

2. Measurement of assets and liabilities and its impact on accounting information

Role of the measurement in assessment of the past results and decisions oriented for the future. Relation between essential accounting elements and cash-flows. Measurement based on the input and output prices. Use of the market prices, models using discounted cash-flows from the continuing activities and models with anticipated deterioration of the value. Allocation of the input and output prices. Procedures used for the non-monetary transactions and transactions with deferred payments.

3. Regulatory framework of the accounting

The International (IFRS) and national (SR, CR, US GAAP) accounting statutes – their impact on the comparability of the accounting information and the cost of their provision. The scope and the volume of the accounting information required by the users and their impact on the typical organization of the accounting systems. The accounting information cycle: transactions, conditions, and other events within a domain of the accounting, accounting records, journal and books of accounts, and financial statements. Demands for aggregation and confidentiality as a reason for the invention of financial statements. General overview of the financial statements. Comparison of provisions on books on accounting in national statutes (SR and CR), comparison of provisions on financial statements in the SR, CR, and in accordance with the IFRS.

4. Accounting statutes in the Slovak republic

Act on accounting and by-laws of the Ministry of finance of the Slovak republic – their function and scope. Relation between the accounting and other laws (Act on bankruptcy and restructuralization, Commercial code, Act on income taxes, Penal code). Accounting entity and the accounting related responsibilities of those with governing and controlling powers. Profit-based and other accounting entities. The role of the auditing of the financial statements.

5. Content and the structure of financial statements

Classification of financial statements based on various criteria (annual and interim, periodicity, size criteria, respective industries, number of accounting entities covered). General structure of the financial statements and its components. Need for distinction of the equity and liabilities, non-current and current items. Open-source data about financial statements in the SR and the USA.

6. General requirements for accounting information

Definition of the: faithful presentation of the financial situation and the performance of the accounting entity, relevance, comparability, understandability, timeliness, materiality, substance over the form, going concern, accruals, prudence, consistence, and verifiability. Illustration of the impact of their (non)application on the decisions to be taken by the stakeholders.

7. Business activities of an enterprise and its general reflection in the accounting I

Business activities of an enterprise, its operating cycle, and their relation to the accounting. Key performance indicators for the enterprise. Transactions and events (including their change in measurement) having and not having an effect on profit or loss. Transactions and events (including their change in measurement) having and not having an effect on indebtedness and the ability of an enterprise to settle its liabilities in an ordinary manner.

8. Business activities of an enterprise and its general reflection in the accounting II

General characteristics of following typical transactions and events and their impact on the (sub)headings (and/or individual items respectively) of a balance-sheet and the income statements: purchase, consumption, sales, and payments and clearing with suppliers, customers, and employees.

9. Business activities of an enterprise and its general reflection in the accounting III

General characteristics of common transactions and their impact on (sub)heading (individual line items) of the balance-sheet and income statement: depreciation / amortization, impairment, revaluation, formation of a business, financing by credits and loans, relations with government

10. Principles of double-entry accounting and their applications

General ledger and its role among the books of accounts, account, and double-entry accounting records. Use of double-entry and accounting equation as inherent controls of accounting. Fundamental principles of opening the accounts, examples of common accounting records of transactions on ledger accounts and fundamental principles of closing the ledger accounts.

11. Formal and technical aspects of the accounting I

Documentation used and / or produced by the accounting, its content, obligatory information to be provided and requirement for its maintenance and storing. Examples of business

documentation (price quotations, (sales) orders, receipts, invoices, statements form bank accounts, stock cards) and their relation to business activities and operating cycle of an enterprise.

12. Formal and technical aspects of the accounting II

Confirmations of receivables and payables. Correction of errors. Stock-taking, its content, requirements for its realisation and its use as element of controls in accounting. Trial balance, its contents, its use as control of double-entry book-keeping a illustrative compilation based on a given data.

13. Comparison of financial statements for micro entities, small entities and large entities

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. Daša Mokošová, PhD., Ing. Renáta Stanley, PhD., doc. Ing. Zuzana Kubaščíková, PhD., prof. Ing. Miloš Tumpach, PhD.

Date of the latest change: 17.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KÚA FHI/IE21092/21	Title of course: Accounting basics
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 0 / 2 Per course: 0 / 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 26 hours of seminars 13 hours of preparation for the seminars 12 hours of preparation for the interim concept check test (30 % of the overall grading) 27 hours of preparation for the exam, - out of which 12 hours of the preparation for the exercises (30 % of the overall grading) - out of which 15 hours of the preparation for the compilation and the analysis of the financial statements of a company (40 % of the overall grading) Total study load (in hours): 156	
Student workload: 26 hours of seminars 13 hours of preparation for the seminars 12 hours of preparation for the interim concept check test (30 % of the overall grading) 27 hours of preparation for the exam, - out of which 12 hours of the preparation for the exercises (30 % of the overall grading) - out of which 15 hours of the preparation for the compilation and the analysis of the financial statements of a company (40 % of the overall grading) Total study load (in hours): 156	
Teaching results: The course will provide the students with basic knowledge of accounting in English in order to understand its purpose. Knowledge - Students who have already completed accounting in high schools will gain extensive knowledge of basic concepts and relationships in accounting and financial statements in English. Skills - Students will learn the purpose of accounting and the accounting procedures in double-entry bookkeeping in English. Competence - Students will be able to apply a new approach to accounting as just according to the conditions in the Slovak Republic	
Indicative content: Purpose and importance of accounting, Definition of terms used in accounting, Assets, liabilities, equity and off-balance sheet items, Balance sheet, The classification of assets and claims for their presentation in the balance sheet, Expenses, revenues and profit/loss, Income statement, Basic principles in accounting, Accounting documents and valuation, The effect of trading operations	

on the balance sheet, Transactions affecting balance sheet and income statement, Account and bookkeeping.

Support literature:

McLANEY, E – ATRILL, P. 2020. Accounting and Finance: An Introduction. Harlow : Pearson Education Limited, 2020. ISBN: 1292312262

Syllabus:

1. Purpose and importance of accounting
2. Definition of terms used in accounting
3. Financial position of an accounting entity
4. Assets, liabilities, equity and off-balance sheet items
5. Balance sheet
6. The classification of assets and claims for their presentation in the balance sheet
7. Expenses, revenues and profit/loss
8. Income statement
9. Basic principles in accounting
10. Accounting documents and valuation
11. The effect of trading operations on the balance sheet
12. Transactions affecting balance sheet and income statement
13. Account, bookkeeping

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. Daša Mokošová, PhD.

Date of the latest change: 17.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KÚA FHI/MIE21670/21	Title of course: Accounting for business entities (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 26 hours of lectures 26 hours of seminars 26 hours of preparation for the seminars 54 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 application of the theoretical knowledge in determination of the accounting policy (40 % of the overall grading)	
Student workload:	
Teaching results: The main goal of the course is to enhance the knowledge of the students in the area of accounting for businesses applying the double-entry accounting system in accordance with the Slovak legal framework, acquired by students in former courses (Accounting or Accounting for managers, respectively) with a new and more advanced topics of accounting. Knowledge – acquire knowledge on the content of the classes of accounts used in accounting for businesses; skills – keeping accounting records on the business transactions, condition and events during the accounting periods; competence – the evaluate the correctness of the adopted accounting policy.	
Indicative content: Accounting for and measurement of cash and other means of payment, property, plant and equipment, intangible assets, inventories, selected categories of financial assets, selected categories of liabilities, equity, expenses and income. Accounting for grants and indirect taxes. Determination of the profit or loss and accounting for income taxes.	
Support literature: Required: 1. MÁZIKOVÁ, K. a kol. (2019). Účtovníctvo podnikateľských subjektov I. Druhé, aktualizované a prepracované vydanie (učebnica). Bratislava : Wolters Kluwer, 2019.	

2. MÁZIKOVÁ, K., MATEÁŠOVÁ, M., ONDRUŠOVÁ, L. (2018). Účtovníctvo podnikateľských subjektov I. (zbierka riešených a neriešených príkladov). 2. prepracované a doplnené vydanie. Bratislava : Wolters Kluwer, 2018.

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. Cash and other means of payment.
2. Property, plant and equipment and intangible assets.
3. Financial assets.
4. Purchased inventories (material, merchandise).
5. Self manufactured goods and work in process.
6. Trade receivables and payable s.
7. Employee and fringe benefits.
8. Accounting for grants and indirect taxes.
9. Accounting for financial liabilities.
10. Accounting form provisions.
11. Accounting for equity.
12. Accounting for expenses and income.
13. Profit or loss and current income taxes.

Language whose command is required to complete the course:

slovak

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. Daša Mokošová, PhD.

Date of the latest change: 17.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KET NHF/NNE21208/21		Title of course: Advanced Microeconomics			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 6					
Recommended semester/trimester of study:					
Degree of study: II., N					
Prerequisites:					
Requirements to complete the course:					
Student workload:					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
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: 03.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KET NHF/NNE21205/21		Title of course: Advanced macroeconomics			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 6					
Recommended semester/trimester of study:					
Degree of study: II., N					
Prerequisites:					
Requirements to complete the course:					
Student workload:					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
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: 03.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPF FPM/MME21020/21	Title of course: Analysis of Financial Markets (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 4 Per course: 52 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPF FPM/MME21018/21-Corporate Finance (in English)	
Requirements to complete the course: 30 % for homework exercises and seminar activities, 20 % practical part of the exam (solving financial problems), 50 % theoretical part of the exam Student's workload (in hours): student workload: 156 h (attendance at seminars: 52 h; homework exercises and preparation for seminars: 32 h; preparation for Practical part of the exam with solving various financial problems: 32 h; preparation for the Theoretical part of the exam: 40 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Acquisition of theoretical and practical knowledge of financial market instruments and learning the methods of calculating their intrinsic value. The course is primarily focused on money and capital market instruments. In addition to gaining knowledge about the financial market, its institutions, the legal framework and mechanism of its operation, students will also gain information about returns, risk and methods of evaluating specific financial instruments, as well as generally applicable knowledge - especially about moving on the timeline while calculating the intrinsic value to a specific point in time, even under changing market conditions. The given knowledge is also applicable in other related courses and fields of university study. Competence: <ul style="list-style-type: none"> • Gaining a thorough overview of the financial market, its mechanism, institutions and instruments. • Competence in evaluating selected financial market instruments. • Comparison of advantages of various financial offers and gaining competence to make a sophisticated choice between several options. • Effective management of the company's financial investments and finding new investment opportunities. • Competence in the equity shares evaluation through various income methods. Skill: <ul style="list-style-type: none"> • Acquisition of skills in calculating the intrinsic value of financial instruments - in particular for various money and capital market instruments. • Acquiring skills to quantify the returns and risks arising from different financial instruments. 	

- Gaining skills to compare the returns of different instruments with different maturities or issued on different international markets.
- Obtaining new knowledge and skills usable on the financial market – especially about its individual segments, instruments and legislation.

Indicative content:

Thematic definition of seminars:

1. Theoretical part: Introduction to Financial market.
2. Theoretical part: Present value.
3. Theoretical part: Timeline, its creation and moving on it.
4. Theoretical part: Interest and interest rates.
5. Theoretical part: Money market.
6. Theoretical part: Treasury bills.
7. Theoretical part: Capital market.
8. Theoretical part: Basic variations of straight bonds with a fixed coupon rate and nominal value paid at the maturity.
9. Theoretical part: Bond innovations and the specifics of their evaluation.
10. Theoretical part: Equity shares.
11. Theoretical part: Income methods of equity share evaluation – change in growth of the company's dividends.
12. Theoretical part: Net Present Value of Growth Opportunities (NPVGO) model.
13. Theoretical part: Foreign exchange market, its basics, exchange rate systems, factors influencing the exchange rate and trading on the foreign exchange market.

Support literature:

Basic literature:

1. BLAKE, David. Financial Market Analysis. 2nd edition. Chichester : Wiley, 1999. 748 pp. ISBN 978-0-471-87728-8.
2. KOLLER, Tim - GOEDHART, Marc - WESSELS, David. Valuation: Measuring and Managing the Value of Companies. 5th Edition. McKinsey & Company Inc., 2010. 840 pp. ISBN 978-0470424650.
3. DAMODARAN, Aswath. Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. 3rd edition. Wiley finance, 2012. 992 pp. ISBN 978-1118011522.
4. EAKINS, Stanley G. Finance: Investments, Institutions, and Management. 2nd Edition. Addison Wesley, 2001. 576 pp. ISBN 978-0201721669.
5. FABOZZI, Frank. Bond Markets, Analysis, and Strategies. 9th Edition. Pearson, 2014. 816 pp. ISBN 978-0133796773.
6. MELLEN, Chris M. - EVANS, Frank C. Valuation for M&A: Building Value in Private Companies. 2nd Edition. Wiley, 2010. 400 pp. ISBN 978-0470604410.

Supplementary literature:

1. VINEY, Christopher - PHILIPS, Peter. Financial Institutions, Instruments and Markets. 8th edition. McGraw-Hill Education. 2015. 784 pp. ISBN 978-17-4307-995-9.
2. CHISHOLM, Andrew M. An Introduction to International Capital Markets: Products, Strategies, Participants. 2nd Edition. Wiley. 2009. 448 s. ISBN 978-0470758984.
3. PILBEAM, Keith. Finance and Financial Markets. 4th Edition. Red Globe Press. 2018. 526 pp. ISBN 978-02-3023-321-8.
4. ROSS, Stephen - WESTERFIELD, Randolph - JAFFE, Jeffrey - JORDAN, Bradford. Corporate Finance. 12th Edition. McGraw-Hill Education. 2019. 1040 pp. ISBN 978-12-599-1894-0.
5. TALEB, Nassim N. Antifragile: How to Live in a World We Don't Understand. Penguin UK, 2012. 519 pp. ISBN 978-1846141560.

6. VINOD D. Hrishikesh - REAGLE, Derrick. Preparing for the Worst: Incorporating Downside Risk in Stock Market Investments. Wiley-Interscience, 2007. 320 pp. ISBN 978-0471234425.
7. DAMODARAN, Aswath. Applied Corporate Finance. 4th Edition. Chichester : Wiley, 2014. 656 pp. ISBN 978-1118808931.

Syllabus:

Thematic definition of seminars:

1. Theoretical part: Introduction to Financial market. Characteristics of the financial market. Financial market intermediaries, financial instruments and the financial market mechanism. Legislation and basic definitions. Dividing the financial market into its basic segments. Financial market basic functions and current trends. International financial market. Market failures. Introduction to the valuation of financial instruments and their intrinsic value. Basics of time value of money. Future value. The basics of simple and compound interest and their differences. Interest earned on a single amount and annuity payments. Practical part: Discussion about the financial market, its individual segments. Gaining an overview of students' current knowledge of the financial market and financial instruments about which they already have theoretical knowledge or practical experience with them. Discussion about financial market failures and the reasons why it is necessary to learn how to evaluate financial instruments correctly. Exercises for calculating the interest and future value for a single deposit or regular payments.
2. Theoretical part: Present value. Discounting a single amount and annuity payments. Formulas used to calculate the present value. Relationship between present value and future value. Specific situations we can encounter when calculating the present value (growing annuity, perpetuity, growing perpetuity). Net present value. Practical part: Exercises for calculating the present value – of a single amount as well as of regular annuity payments. Variations in the calculations of the present value for cash flows with limited and unlimited maturity – exercises for calculating the present value of growing annuity, perpetuity, growing perpetuity.
3. Theoretical part: Timeline, its creation and moving on it. Basic rules for working with the timeline and formulas for calculating the time value of money. Variations of ordinary annuity - annuity due, deferred annuity, sparse annuity. Combinations of annuities, drawing specific situations on the timeline and ways of solving them. Summary of the basics and relationship between present and future value and application of acquired knowledge for financial decisions. Practical part: Working with the timeline. Calculating the present and future value to any point in time on the timeline. After mastering the timeline and rules, it is possible to solve specific problems of present and future value calculations, as well as their connection to real financial issues in practice.
4. Theoretical part: Interest and interest rates. Different types of interest rates used in the financial market. Nominal, after-tax, real, spot, forward, effective interest rates. Day count conventions used in the financial market. Theory and methods of calculating the present and future value in case of higher frequency of deposits and interest than only once a year. Practical part: Working with different types of interest rates. Conversion of nominal rate to after-tax interest rate, to real interest rate, to real after-tax interest rate. Calculation of forward rates from known spot rates and the explanation of their correlation. Conversion of the nominal interest rate to the annual effective interest rate. Calculation of future and present value in case of higher frequency of deposits and interest than only once a year.
5. Theoretical part: Money market. Definition and characteristics of the money market. Legislation. Money market price - interest and discount. Money market institutions. Basic financial instruments of the money market - Certificates of deposit, Treasury bills, Bills of exchange, Checks, etc. Certificates of deposit. Characteristics and specifics of Certificates of deposit. Formulas used in the evaluation of Certificates of deposit. Practical part: Calculations related to Certificates of deposit. Calculation of interest and future value. Annual effective interest rate (annual percentage yield). Intrinsic value of the Certificates of deposit on the

secondary market. Calculation of the accrued interest and the principal. The actual rate of return for an investor and its relationship to the current market price in the secondary market. Calculation of the holding return for an investor who held the Certificate of deposit only for a certain period of time.

6. Theoretical part: Treasury bills. Characteristics and definition of Treasury bills. Specifics of Treasury bills in Slovakia and abroad. American and Dutch auctions of Treasury bills. The difference between the discount rate, the rate of return and the investment return. Formulas used in the evaluation of Treasury bills. Practical part: Calculations related to Treasury bills. The price of Treasury bills, on the primary and secondary markets, if they are issued with the rate of return. The price of Treasury bills on both the primary and secondary markets, if they are issued with the discount rate. Calculation the discount amount for the investor - with a known rate of return as well as with known discount rate. Conversion between discount rate, rate of return and investment return. Holding return for Treasury bills.

7. Theoretical part: Capital market. Characteristics of the capital market and the main differences from the money market. Legislation. Institutions of the capital market. Capital market instruments. Bonds. Definition and specifics of bonds. Maturity of bonds and their guarantees. The relationship between the coupon rate and the investor's expected rate of return when evaluating bonds. Changes in interest rates and its impact on the bonds prices in the market. Theory of creating the investor's expected rate of return. Basics of bond evaluation. Zero coupon bonds. Perpetuity bonds. Straight bonds with a fixed coupon and a nominal value paid at the maturity. Practical part: Calculation of the investor's expected rate of return for discounting the future cash flows. Calculation of the intrinsic value of zero-coupon bonds, perpetual bonds and straight bonds with a fixed coupon and a nominal value paid at the maturity.

8. Theoretical part: Basic variations of straight bonds with a fixed coupon rate and nominal value paid at the maturity. Bonds with more frequent coupons, bonds with growing coupons and growing nominal value, bonds with skipped coupons. Rules for evaluating bonds to any day between two coupons payment. Practical part: Evaluating basic variations of straight bonds with a fixed coupon and nominal value paid at the maturity - bonds with higher frequency of coupon payments, bonds with growing coupons and a growing nominal value, bonds with skipped coupons. Evaluation of bonds to any date on a timeline.

9. Theoretical part: Bond innovations and the specifics of their evaluation. Stripped bonds, Floating rate bonds, Inverse bonds and others. Methods of measuring the bond yields. Bond risk, duration. Practical part: Exercises for the evaluation of selected bond innovations - floating rate bonds, stripped bonds, inverse bonds, and others. Measuring bond yields. Measuring the risk of bonds by calculating the duration.

10. Theoretical part: Equity shares. Stock market definitions and specifics. Legal framework for joint stock companies, rights and obligations of shareholders. Ordinary and preference equity shares. Advantages and disadvantages of issuing the equity shares for the issuer. Advantages and disadvantages of equity shares for the investor. Approaches to shares valuation and basic models. The basics of income methods applied in the valuation of shares. Models of discounted dividends for zero, constant and unequal dividend growth. Practical part: Basic calculations in income methods and application of the model of discounted dividends. Valuation of equity shares with constant and even growth based on perpetuity and growing perpetuity. Calculations and changes in the equity share value when moving on the timeline. Calculation of the equity shares value in the event of deferred dividend payments.

11. Theoretical part: Income methods of equity share evaluation – change in growth of the company's dividends. Valuation of shares with two-stage and three-stage dividend growth. Specifics of calculating the intrinsic value of shares with increasing and changing dividends to a particular year, moving on the timeline. Practical part: Application of the model of discounted dividends for unequal growth - two-stage and three-stage growth of dividends. Moving on the

timeline and calculating the intrinsic value of equity shares to a specific point in time. Taking into account the changing dividends when calculating the intrinsic value.

12. Theoretical part: Net Present Value of Growth Opportunities (NPVGO) model. Model of discounted Free Cash Flows (Entity and Equity). Model of Capitalized Net Income. Model of discounted Economic Value Added (EVA). Alternative methods and options for equity shares valuation - asset approach, market approach etc. Determining the expected rate of return and the expected rate of growth for equity shares evaluation. Practical part: Calculation of equity shares value using the model of Net Present Value of Growth Opportunities, the model of discounted Free Cash Flows, the model of capitalized Net Incomes and the model of discounted Economic Value Added. Practical examples of calculating the expected rate of return and expected rate of growth for the equity shares.

13. Theoretical part: Foreign exchange market, its basics, exchange rate systems, factors influencing the exchange rate and trading on the foreign exchange market. Gold and precious metals market, ways to invest in precious metals and gold. Insurance market, specifics, supervision of the insurance market, managing the business risks. Derivatives market and its financial instruments. Practical part: Calculations related to remaining markets. Currency trading in the foreign exchange market, bid and ask prices, profit calculation. Different ways of investing in precious metals and gold, commodity market, calculations of gold purity. Insurance market and insurance premiums, selected insurance products for businesses.

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. Peter Badura, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KHP NHF/NND21252/21	Title of course: Applied Econometrics: Policy Evaluation
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20 % - activity and tests during seminars 20 % - assignments 60 % - final exam	
Student workload: 156 (participation in lectures 26, participation in seminars 26, preparation for seminars 26, elaboration of assignments 26, preparation for the final exam 52)	
Teaching results: Knowledge Students will gain knowledge of modern methods of research design for estimating the causal effects of measures, programs and policies. Students will master and understand the estimators for pooled cross-section data and panel data, as well as the estimator of instrumental variables. Skills Students will acquire advanced skills for the use of modern software (e.g. Stata) in empirical economic research, will be able to write scripts and program more advanced analyzes. Competencies Students will be able to formulate an economic problem and propose a research design for its examination through empirical analysis, formulate hypotheses and analytically confirm or reject them. Students will be able to independently develop their knowledge in the field of econometrics and the use of modern software, will understand the empirical article on applied econometrics for policy evaluation and will be able to use them in new contexts.	
Indicative content: 1. Basic concepts, e.g. causality, bias, ceteris paribus. 2. Research design, identification strategies, estimator. 3. Randomized controlled trials. 4. Multiple linear regression. 5. Omitted-variable bias. 6. Instrumental variables. 7. IV estimator and two-Stage least squares (2SLS) regression analysis.	

8. Regression discontinuity design.
9. Diff-in-Diff estimator.
10. Estimates using pooled cross-section and panel data for evaluating policy effects.
11. Synthetic Control Method.
12. Non-standard standard errors.

Support literature:

Cunningham, S., 2021. Causal inference: The mixtape. Yale University Press.
 Angrist, J.D. and Pischke, J.S., 2014. Mastering 'metrics: The path from cause to effect. Princeton University Press.
 Wooldridge, J.M., 2016. Introductory econometrics: A modern approach. Nelson Education.
 Angrist, J.D. and Pischke, J.S., 2008. Mostly harmless econometrics: An empiricist's companion. Princeton university press.

Syllabus:

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. Martin Lábaj, PhD., Ing. Erika Majzlíková, PhD.

Date of the latest change: 17.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KVSaRR NHF/ NNG21252/21	Title of course: Applied Spatial Analysis
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: individual work, mid term tests written / combined exam 40 % quality of the assignments 60 % quality of the final project	
Student workload: Student workload 78 hours (participation in seminars 26 h, preparation for assignments 13 h, elaboration of final project 39 h)	
Teaching results: Knowledge - The graduate will gain knowledge of data science and statistical methods of empirical analysis of spatial data. Skills - The graduate of the course will acquire advanced skills in the acquisition, modification and analysis of spatial socio-economic and environmental data with specialized software QGIS and GeoDa. Competences - The graduate will be able to identify the necessary data based on the assigned social or economic problem, design appropriate methods and perform analysis based on spatial data.	
Indicative content: . Introductory overview of statistical methods of applied empirical spatial analysis. 2. Basic principles of management and visualization of point, line and area spatial data 3. Transformation of spatial data. 4. Exploratory analysis of point data (eg quadrant analysis, nearest neighbor method) 5. Spatial weights based on neighborhood and distance. 6. Application of spatial weights. Exploratory analysis of area data (neighborhood analysis, spatial autocorrelation). 7. Global measurements of the spatial concentration of one and more variables (Moran's I, correlogram). 8. Local measurements of spatial association (LISA). 9. Cluster analysis (K-means, hierarchical clustering, spatial clustering) 10. Spatial econometric models (spatial lag and spatial error model). 11. Presentation of the final project.	

12. Presentation of the final project.

Support literature:

Burt, J., E., Barber, G., M., Rigby, D., L., 2009. Elementary statistics for geographers. Third Edition. The Guilford Press, New York

2. Anselin, L. et al. (2020). GeoDa Workbook. University of Chicago. Dostupná on line <https://geodacenter.github.io/documentation.html>

3. Fischer, M., Getis, A., ed. 2010. Handbook of Applied Spatial Analysis. Springer, Berlin.

Syllabus:

Language whose command is required to complete the course:

English, Slovak

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. Štefan Rehák, PhD., Ing. Oliver Rafaj, PhD.

Date of the latest change: 18.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KBaMF NHF/ NNC21054/21	Title of course: Banking
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 10% written work 10% semester seminar work, resp. project 10% continuous processing of tasks, worksheets resp. case studies 70% written exam Total study load (in hours): 26 hours of lectures 26 hours of exercises 65 hours of self-study in preparation for the exam 13 hours preparation for seminars 13 hours elaboration of a semester project, 13 hours preparation for written work.	
Student workload:	
Teaching results: Completion of the subject "Banking" presupposes the development of key competencies in the areas of new knowledge, competencies and skills. Progress in the field of new knowledge is evident after completing the course. Students will understand the system of banking, the principles of economics and the functioning of commercial banks, individual products, operations, requirements for the stability of banks and the overall business of banks. Based on the above knowledge, students are able to solve the assigned tasks in the practice of commercial banking, acquire the basics of critical thinking and can assess the advantages and disadvantages of individual banking procedures from the bank's point of view and from the client's point of view. As part of the educational process, they will acquire such skills that will enable students to perform executive and managerial tasks related to procedures and processes in a commercial bank.	
Indicative content: 1. Banking system, characteristics of the bank as a business entity <ul style="list-style-type: none"> • One-tier and two-tier banking system • Breakdown of banks according to individual criteria • Organizational forms of foreign banks. 	

- Banking system in the Slovak Republic and its development.
2. Business environment in banking in the context of banking regulation
 - Ways of changing reserves in the banking system
 - Importance of minimum reserves in a commercial bank
 - Basic principles of regulation and supervision
 - Sectoral and functional models of supervision.
 - The impact of the external environment on the business of commercial banks and on banking regulation.
 3. Balance sheet principle in banking, characteristics and composition of assets and liabilities of the bank
 - Balance sheet of a commercial bank
 - Theoretical definition of the bank's assets and liabilities
 - Characteristics of basic items of assets and liabilities
 - Profit and loss statement
 - Cash flow statement, importance in valuing commercial banks.
 - Basics of accounting for costs, revenues, assets and liabilities of the bank
 - Basic approaches to valuing the bank's assets and liabilities
 - Cost and revenue management in a commercial bank.
 4. Profitability, performance, efficiency of a commercial bank. Business risks of commercial banks.
 - Basic indicators of efficiency, performance and profitability of a commercial bank
 - Ways to measure the profitability, performance and efficiency of commercial banks
 - Basic breakdown of banking risks
 - Liquidity risk
 - Credit-, market-, operational risk
 - Basic methods of bank risk management.
 5. Capital of a commercial bank, characteristics, structure and importance of the bank's capital
 - Definition of the bank's capital
 - Bank capital functions
 - Tier I-III of capital as recommended by the Basel Committee on Banking Supervision
 - The bank's capital and reserves within Basel I - III.
 6. Liquidity and solvency of a commercial bank
 - Defining the terms liquidity and solvency
 - Liquidity and reserves
 - Liquidity and market interest rates
 - Gap analysis
 - Liquidity gap
 - Solvency and solvency ratios
 - An example of the net value of a bank.
 7. Capital adequacy of a commercial bank
 - Defining capital adequacy.
 - Credit and market risks (interest rate, equity, commodity and foreign exchange risk), operational risk.
 - Capital coverage.
 - The bank's business and banking portfolio.
 - Loss coverage.
 - The role of capital in new regulatory measures.
 - Bail-in, Bail-out approaches.
 8. Passive operations of commercial banks
 - Forms of passive operations
 - Obtaining foreign and own resources

- Deposit operations
 - Issuance of securities
 - Types of deposits
 - Ways to increase the bank's share capital.
9. Theoretical and economic foundations of mortgage banking
- Mortgage banking models
 - The position of mortgage banking entities
 - Basic mortgage transactions
 - Mortgage banking risks
 - 20 years of mortgages in Slovakia
 - Significant changes in mortgage banking in Slovakia after 2018.
 - Corporate social responsibility, positive examples.
 - Support of ecological and community products of banks.
10. Active operations of commercial banks. Forms and characteristics of loans
- Forms of assets and active operations
 - Credit process in the bank, procedure
 - Client creditworthiness, bankruptcy risk, fraud risk
 - The importance of loans from the bank's point of view
 - Technique of providing individual loans
 - Long-term loans and their special place in the structure of assets.
11. Payment system - tools and forms of payment system
- Breakdown of the payment system according to individual aspects
 - Cashless payment instruments
 - Interbank payments and settlement
 - TARGET2, SIPS, SWIFT
 - Innovations in the implementation of payments and in the tools of the PS
 - Current direction of development of bank payment services.
12. Foreign exchange operations of commercial banks
- Exchange rates / currency, purchase / sale
 - Foreign exchange position and exchange rate risk of a commercial bank
 - Bank's foreign exchange profit from treasury operations, accounting display in the bank.
13. Basics of investment banking
- Characteristics of investment banking operations
 - Investment financing of corporate clients.
 - Investment banking services and operations
 - Importance of investment banking.

Support literature:

1. Casu, B., Girardone, C., Molyneux, P.: Introduction to BANKING. Pearson Education Tld. 2015.
2. ROSE, P. S., Hudgins, S. C.: Bank Management & Financial Services. Nith Edition, McGraw Hill, Singapore, 2013, ISBN 978-007-132642-1 .
3. Heffernan, S.: Modern Banking. John Wiley&Sons Ltd., 2006.
4. Horvátová, E.: Bankovníctvo. Žilina, GEORG, 2009.

Syllabus:

Language whose command is required to complete the course:

english language

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: prof. Ing. Eva Horvátová, CSc., doc. Ing. Daniela Tkáčová, CSc.

Date of the latest change: 07.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava											
Faculty:											
Course code: KOP OF/NOE21056/21			Title of course: Basic of Law (in English)								
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present											
Number of credits: 3											
Recommended semester/trimester of study:											
Degree of study: I., N											
Prerequisites:											
Requirements to complete the course:											
Student workload:											
Teaching results:											
Indicative content:											
Support literature:											
Syllabus:											
Language whose command is required to complete the course:											
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: JUDr. Ing. Martin Winkler, PhD.											
Date of the latest change: 21.02.2022											
Approved by:											

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KET NHF/NNE21209/21		Title of course: Behavioral Economics			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 6					
Recommended semester/trimester of study:					
Degree of study: II., N					
Prerequisites:					
Requirements to complete the course:					
Student workload:					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
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: 03.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21025/21	Title of course: Business Economy (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English)	
Requirements to complete the course: 30% continuous written work, 70% written examination Student's workload (in hours): student workload: 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation for credit test 26 h, preparation for exam 52 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of the enterprise and its economic activity through the definition of its transformation process with special attention to the analysis of the enterprise production factors, enterprise activities and value relationships. Competence: <ul style="list-style-type: none"> • critically evaluate the course and specifics of the business transformation process in individual types of enterprises according to the nature of their business, • characterize the essence and evaluate the use of enterprise production factors with impact on the value processes of the enterprise, • propose solutions and defend conclusions or recommendations to increase the efficiency of business operations. Skill: <ul style="list-style-type: none"> • perform basic business analyses in the field of human resources, with particular attention to monitoring labour efficiency indicators, • perform calculations to evaluate the use of non-current and current assets of the enterprise and evaluate the results obtained, • perform basic business analyses in the area of corporate activities, • perform basic business analyses in the area of value processes. 	
Indicative content: Thematic definition of lectures: <ol style="list-style-type: none"> 1. Enterprise transformation process. 2. Human resources of the enterprise. 3. Staff remuneration. 	

4. Labour productivity.
5. Assets of the enterprise.
6. Disposal of non-current assets, effect of residual value on profit or loss.
7. Current assets nature, structure, cycle and turnover.
8. Costs of the enterprise.
9. Costs during the transformation process of the enterprise.
10. Purchase of material inputs.
11. Production activity of the enterprise.
12. Selling products, the nature and tasks of sales, market research.
13. Financial management of the enterprise.

Thematic definition of exercises:

1. Classification of production factors.
2. Determination of the need for workers.
3. Calculation, prerequisites for introduction, advantages and disadvantages of time, piece rate and provision wage.
4. Determination of labour productivity.
5. Valuation and depreciation of assets under the Income Tax Act.
6. Static and dynamic structure of current assets.
7. Calculation and evaluation of indicators of the use of non-current and current assets.
8. Impact of capacity utilisation on total costs.
9. Break-even point analysis and its use in managerial decision making.
10. Balancing purchasing needs.
11. Semester knowledge check.
12. Turnover dynamics.
13. Calculation of profitability and liquidity ratios.

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. GAJDOVÁ, Denisa - KRIŽAN, Martin. *Enterprise and Business Economics*. Vydavateľstvo EKONÓM, 2016. ISBN 978-80-225-433-0.

Syllabus:

Thematic definition of lectures:

1. Enterprise transformation process. Gutenberg's approach of measurable value, elements, phases and spheres of the transformation process. Porter's approach to primary and cross - cutting business activities. The importance of individual activities for selected objects of business. Links between the activities of the enterprise transformation process: value, material and information; horizontal and vertical. Enterprise production factors according to G. Wöhe. Classification and combination of enterprise production factors.
2. Human resources of the enterprise. Selection of workers as a factor influencing the result of work. Creation of optimal working conditions and enterprise social services, their impact on worker performance.
3. Staff remuneration. The broader and narrower contexts of payroll formation. Selected parts of labour legislation. Principles of remuneration. Forms of wages, advantages, disadvantages, wage structure.
4. Labour productivity, nature and indicators of labour efficiency, factors of labour productivity growth. Analytical decomposition of labour productivity, evaluation of labour productivity relations with selected enterprise indicators.

5. Assets of the enterprise, nature and classification of assets. Non-current assets, classification, valuation for tax and accounting purposes, procurement, depreciation and the effect of depreciation on the economic results of the enterprise, depreciation policy of the enterprise.
 6. Disposal of non-current assets, effect of residual value on profit or loss. Use of non-current assets, utilisation indicators.
 7. Current assets nature, structure, cycle and turnover. Normalization of current assets and the use of norms for economic decision-making. Indicators of current asset utilisation.
 8. Costs of the enterprise, the nature, dimensions of accrual and material differentiation of costs, expenses, revenues and income. Costs of entry into the transformation process and relevance to managerial decision making.
 9. Costs during the transformation process of the enterprise. Definition of the items of the costing formula and the importance of this cost classification for economic decision making. Costs at the output of the transformation process, approaches and classification and use. Possibilities of using break-even point analysis for economic decision making. The importance, possibilities and means of reducing the costs of the enterprise.
 10. Purchase of material inputs. Organisation, marketing and planning of material input purchasing. Inventory management of material inputs. Evaluation of the level of inventory management.
 11. Production activity of the enterprise, production process and its division, production planning and production capacities. Production process of a non-manufacturing enterprise. Innovation and product creation.
 12. Selling products, the nature and tasks of sales, market research. Product, contracting, communication and distribution policy of the enterprise.
 13. Financial management of the enterprise, its nature, task. Financial objectives, recording and management of the structure of financial resources and productive use of the company's assets. Information obtained from the financial statements. Cash flows of the enterprise.
- Thematic definition of exercises:
1. Classification of production factors. Combination of production factors of a manufacturing and non-manufacturing enterprise.
 2. Determination of the need for workers by the method of standard hours, the method of service standards and the places served in connection with decision-making on measures aimed at rationalising the number of workers.
 3. Calculation, prerequisites for introduction, advantages and disadvantages of time, piece rate and provision wage. Supplementary forms of wages. The price of work.
 4. Determination of labour productivity and assessment of this indicator in relation to the indicators of the efficiency of assets and the equipment of workers with assets, the enterprise imbalance, measures aimed at maintaining the desired proportions between these enterprise indicators.
 5. Valuation and depreciation of assets under the Income Tax Act, under the Accounting Act, assessment of the excess component and its impact on the tax base. Criteria for the selection of depreciation methods in relation to the objectives of the company's depreciation policy. Depreciation calculations and their significance.
 6. Static and dynamic structure of current assets. Normalization of current assets: normalization of production inventories, work in progress and finished goods.
 7. Calculation and evaluation of indicators of the use of non-current and current assets. Management of current assets.
 8. Impact of capacity utilisation on total costs. Response coefficient, interpretation of its value. Decision-making on the increase of production volume in relation to cost efficiency indicators.
 9. Break-even point analysis and its use in managerial decision making.

10. Balancing purchasing needs. Planning, determining and deciding on the size of supplies. Determining signal inventory levels.
11. Semester knowledge check. Calculation of production capacity and the impact of its use on the economic results of the enterprise.
12. Turnover dynamics. Pricing methods: cost-based, demand-oriented and competition-oriented. Price elasticity. Choice of communication mix. Sales channels.
13. Calculation of profitability and liquidity ratios. Calculation of cash flow through direct and indirect method.

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
0.0	100.0	0.0	0.0	0.0	0.0

Lecturer: Ing. Denisa Gajdová, PhD., doc. Ing. Mgr. Gabriela Dubcová, PhD., prof. Ing. Helena Majdúchová, CSc., PhDr. Ing. Sylvia Bukovová, PhD., Ing. Monika Raková, PhD., Ing. Ľubica Foltínová, PhD., Ing. Katarína Grančičová, PhD., Ing. Slavka Šagátová, PhD., Ing. Dana Hrušovská, PhD., Ing. Jakub Kintler, PhD., Ing. Mária Trúchliková, PhD., PhDr. Mária Kmety Barteková, PhD., Ing. Miroslav Uhliar, PhD., Ing. Milan Kubica, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KAJ FAJ/ ERASMUS13/22	Title of course: Business English for Advanced Students II.
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Activity at seminars – 20 % Assessment of homework -10 % The result of a final exam – 70 %	
Student workload: 78h (participation in seminars 26 h, preparation for seminars 26 h, preparation for the exam 26 h)	
Teaching results: Language knowledge: to know the basic principles of professional language Language skills: the student is able to use receptive and productive language skills at the required level. He/she understands longer speeches and conversations; understands a longer professional text with a complex structure; is able to comment adequately on general and professional topics and clearly formulate ideas and attitudes. In written communication the student can create clear, well-arranged and detailed text on complex topics, demonstrating mastery of compositional techniques, conjunctions and means of cohesion. Language competencies: to use flexibly, fluently and effectively acquired language skills which are necessary for student's successful application in practice and for social, academic or professional purposes.	
Indicative content: 1. Risk management 2. Solving conflicts 3. Building relationships at the workplace 4. Characteristics of a successful manager 5. Finances 6. Acquisitions 7. Mergers 8. Joint venture 9. Negotiations 10. Trends in the development of the economy 11. Presentations 12. Case study	
Support literature: Cotton, D., Falvey, D., Kent, S. Market Leader Upper Intermediate. 5th edition. Harlow: Pearson Education Limited, 2019. 175 s. ISBN 978-1-4082-3709-0	
Syllabus:	
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: 22.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIM FPM/ MMA21017/21	Title of course: Business Informatics (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 30 % continuous written work, 70 % written examination Student's workload (in hours): Student´s workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. Competence: <ul style="list-style-type: none"> • understand and be able to apply individual categories of information technology in business practice to support business processes, data analysis and effective communication. • understand the development trends in the field of information technology and critically evaluate the possibilities of their application in selected areas of the enterprise • 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 <ul style="list-style-type: none"> • 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 • process data from selected areas of the enterprise as a basis for managerial decisions Skill: <ul style="list-style-type: none"> • know and be able to use the basic categories of information technology, • navigate safely in the online space, • apply aggregation, logical, search, statistical functions of MS Excel in the analysis of business data, • use financial functions in MS Excel, • compile reports and pivot tables as a basis for managerial decision-making. 	
Indicative content:	

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: 21

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
14.29	0.0	0.0	14.29	19.05	47.62	4.76	0.0	0.0	0.0	0.0	0.0

Lecturer: Ing. Michal Zelina, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIM FPM/ MMA21018/21	Title of course: Business Information System (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KIM FPM/MMA21012/21-Business Informatics	
Requirements to complete the course: 30 % continuous written work, 70 % written examination Student's workload (in hours): Student´s workload: 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation for written work 26 h, preparation for exam 52 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of the possibilities of using business information systems to support business processes in relation to the application architecture of IS based on the management level and functional areas of the enterprise. Competence: <ul style="list-style-type: none"> • effectively use information systems to support implemented business processes in the enterprise as a whole, in individual functional areas of the enterprise and at individual management levels, • to propose criteria for the selection of ERP solutions taking into account the operation of the enterprise, its specifics and functionality requirements, • actively participate in the analysis of the functionality requirements of ERP solutions from the perspective of a specific business unit, • actively participate as a member of the ERP solutions implementation project team representing the interests of a specific business unit, • assess the current use of information systems in the management of selected business processes, taking into account current development trends in the field of information systems in relation to the possibilities of their application within the current information system architecture. Skill: <ul style="list-style-type: none"> • use information systems to support business processes, • define criteria for the selection of information systems, • define the required functionality of information systems, • analyse the market of available ERP system solutions, • obtain output data from various information systems for small and medium-sized enterprises, • model business processes, 	

- manage customer relations through CRM systems,
- manage the supply chain through SCM systems,
- analyze business data through business intelligence applications.

Indicative content:

Thematic definition of lectures:

1. Business Information system (IS)
2. IS functionality for SMEs
3. Business process modelling
4. Enterprise Resource Planning (ERP) and Extended ERP category information systems
5. ERP systems in the cloud, basic models according to the services provided
6. Customer Relationship Management (CRM) systems
7. Classification of CRM by discipline and functional focus
8. Supply chain management (SCM) systems
9. Business Intelligence (BI) systems
10. Application areas of use of BI systems
11. Executive information systems
12. IS implementation principles and procedures
13. Application software procurement process

Thematic definition of exercises:

1. Design of a simple database application for a small enterprise
2. Functionality of economic software for small businesses on the example of Omega accounting software
3. Functionality of the software application in the field of HR and payroll on the example of the Olymp solution
4. Business process modelling in ARIS
5. Customer relationship management systems
6. CRM system functionality in sales and inventory management
7. CRM system functionality in project management and sales support
8. Business Intelligence category systems
9. Data analysis in BI applications
10. Data visualizations, dashboards in BI applications
11. Solving complex case study in BI application
12. Simulator of flows running in the SCM system
13. Information systems in business practice

Support literature:

Basic literature:

1. STAIR, Ralph – REYNOLDS, George – CHESNEY, Thomas. Principles of business information systems. United Kingdom : Cengage, 2018. 560 s. ISBN 9781473748415.
2. RAINER, R. Kelly – PRINCE, Brad – CEGIELSKI, Casey G. Introduction to Information Systems, 7th Edition. New York : Wiley, 2017. 283 s. ISBN 978-1-119-36296-8.
3. BALTZAN, Paige. Information Systems. 5th edition. New York : McGraw-Hill Education, 2020. 318 s. ISBN 9781259924910.
4. LACHEV, Teo. Applied Microsoft Power BI: Bring your data to life! 6th Edition. Prologika Press, 2021. 556 s. ISBN 978-1-7330461-2-1.

Supplementary literature:

1. SODOMKA, Petr - KLČOVÁ, Hana. Classification of ERP System Services. Journal of Systems Integration, 2016, vol. 7, no. 3, p. 66-78. ISSN: 1804-2724.
2. MALLACH, G. Efrem. Information Systems. USA : CRC Press, 2016. 480 s. ISBN 9781482223705.

3. MARAKAS, George M. - O'BRIAN, James A. Introduction to information systems. Sixteenth Edition. New York : McGraw-Hill/Irwin, 2013. 732 s. ISBN 9780073376882.
4. 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.

Syllabus:

Thematic definition of lectures:

1. Business Information system (IS) - characteristics, basic forms of information systems. Basic components of IS - information technology, data, information, knowledge, people. Aspects influencing information systems. IS services and applications. IS application architecture. Specifics of IS for small and medium-sized enterprises.
2. IS functionality for SMEs. Price and cost of IS. Development trends in application software and type application software.
3. Business process modelling - business process modelling, reasons and techniques for modelling. EPC diagrams, their characteristics, tools, basic elements, rules for creating EPC diagrams. Business process visualization in ARIS software.
4. Enterprise Resource Planning (ERP) and Extended ERP category information systems. Functionality of ERP systems in the field of production, logistics, HR and economics. ERP features. Classification of ERP by industry and functional focus, by size of enterprises. Criteria for selection of ERP systems. Traditional ERP solutions versus open source ERP systems - advantages, disadvantages.
5. ERP systems in the cloud, basic models according to the services provided. Comparison of cloud solutions "one-to-one" ERP, "one-to-many" ERP, ERP on customer's servers. Overview of IS products for SMEs.
6. Customer Relationship Management (CRM) systems - CRM philosophy, view through customer relationship processes and through customer relationship development. CRM application architecture - operational, analytical and collaborative parts.
7. Classification of CRM by discipline and functional focus. Typical user and products by discipline and function. Trends in CRM - ERM, Social CRM.
8. Supply chain management (SCM) systems - supply chain, supply chain flows, processes and levels. Processes in the chain in terms of a series of cycles. SCM concepts - chain design and structuring, chain planning, chain operation. Principles of chain management. Classification of APS/SCM systems.
9. Business Intelligence (BI) systems - their role, features, processes, tools. General concept of BI systems architecture and roles of each layer - data transformation components, database components, analytical components, end-user tools, domain expertise.
10. Application areas of use of BI systems. Benefits of BI systems. BI software applications. Basic functionality of Power BI Desktop.
11. Executive information systems - definition, their meaning and use, integration in enterprise architecture. Expert systems - definition, elements of an expert system, its creation, benefits and limitations for the organization. Presentation of specific expert systems in the field of finance, loans, detection of production errors and processes, etc., costs of their acquisition and management.
12. IS implementation principles and procedures - strategic decisions, project management - preparation, IS implementation, operation, maintenance and development. Business manager's guide to IS implementation.
13. Application software procurement process - explanation of the individual steps of the process with all its details (initial preparation phase, deciding type application software or individual software, completing the selection process within each phase), 4 basic criteria for selecting the method of software acquisition. Application software selection evaluation metrics.

Thematic definition of exercises:

1. Design of a simple database application for a small enterprise - import of data into a database application program. Correction of data structure. Creation of sessions. Work with other database application objects - forms, queries, reports. Interpretation of query results and output reports. Data and data base as a part of IS.
2. Functionality of economic software for small businesses on the example of Omega accounting software - work in selected modules of invoicing and inventory management, solving a case study of the purchasing process. Generation of reports (balance sheet, profit and loss statement, VAT statement,...) and financial ratios (liquidity, activity, debt, profitability).
3. Functionality of the software application in the field of HR and payroll on the example of the Olymp solution. Processing of personal and work data on employees, generation of payroll data, payroll calculation status, transfer orders. Financial statistics (overview of payroll costs). Generation of reports and exports. Customer relationship management functionality using the example of a software solution for small businesses.
4. Business process modelling in ARIS - rules for creating EPC diagrams (events, activities, logical connectors, additional objects). Visualization of a business process in ARIS using an EPC diagram, demonstration of a modeled process in ARIS with application of diagramming rules. Modelling of a specific business process.
5. Customer relationship management systems - CRM system user interface, basic objects and working with them. Functionality of the Marketing module. Processes taking place in the Marketing module: creating a marketing campaign, approaching a potential customer, implementing customer acquisition activities, acquiring a potential customer, converting a potential customer into a contact/organization, opportunity.
6. CRM system functionality in sales and inventory management - managing the sales process through CRM system. Creation of product and service within a given marketing campaign, conversion of acquired business opportunity into quotation, binding quotation, order received, approval of order received, invoice issued, payment received. Inventory management.
7. CRM system functionality in project management and sales support - project management process in CRM system, creation of project tasks, milestones, and visualization using Gantt chart. Support module functionality - customer process flow, service contract creation, list of sold products, working with customer ticket, customer portal and its functionality. Evaluation of the effectiveness of key indicators in the CRM system and their presentation using dashboard and reporting.
8. Business Intelligence category systems - user interface of Microsoft Power BI (desktop) and basic functionality. Data transformation, validation and editing. Query editor. Applying changes. Data enrichment.
9. Data analysis in BI applications - creating data model, creating calculation formulas, calculations and analysis. Tools for creating data visualizations and graphical groupings of data.
10. Data visualizations, dashboards in BI applications. Interpretation of visualizations and complex dashboards, economic evaluation of outputs, decision making.
11. Solving complex case study in BI application - data import, upload, transformation, editing, enrichment, data model creation, analysis, creation of visualizations, complex dashboard with economic evaluation of output.
12. Simulator of flows running in the SCM system - SCM focusing on individual flows and its comparison with the functionality of the CRM system. Basic rules and purpose of the flow simulator in SCM, implementation of the simulation, analysis of the knowledge gained during the simulation, repetition of the simulation in order to apply the evaluated knowledge and improve the decisions originally taken, evaluation of the simulations and analysis of problem areas.

13. Information systems in business practice - case studies, case study of the use of various information systems in business management, current status - use of information systems in business practice. Presentations of case studies and seminar papers of students.

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. Matej Černý, PhD., doc. Ing. Anita Romanová, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21042/21	Title of course: Business Planning (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21015/21-Business Economy or KPH FPM/MMC21004/21-Cost Controlling or KM FPM/MMB21027/21-Management	
Requirements to complete the course: 40 % seminar project, 60 % written, oral, or combined exam Student's workload (in hours): student workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. Competence: <ul style="list-style-type: none"> • identify and evaluate opportunities and estimate future developments, whether in the development of a company or by the development of ones own business • 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 • analyze and interpret data about the company and its surroundings and use them in the company • think creatively about solving real business situations and non-standard problems in the teams and independently, justify the proposed solution • solving structured problems Skill: <ul style="list-style-type: none"> • extrapolate and interpolate data and translate it into a plan • creating a business plan • creation and interconnection of plans in the company • finding the optimal solution to the problem supported by the calculation 	

- 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.

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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. Branislav Zagoršek, PhD., doc. Ing. Ivana Mišúnová Hudáková, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIK FAJ/JJB21503/22	Title of course: Business negotiations in French
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 4 Per course: 52 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Requirements to complete the course: Interim evaluation: 40% Final evaluation: 60%	
Student workload:	
Teaching results: The aim of the course is acquiring fundamental theoretical knowledge on structural process of a negotiation and expanding student's professional business terminology, as well as to develop practical abilities and skills when leading business negotiations and solving various problem situations. This course develops student's professional, social and communication (and intercultural) competence by means of acquiring specific terminology in the given language in combination with relevant stylistic and rhetoric expressions depending on the type and subject matter of the business negotiation. The output of the course is student's ability to use specific vocabulary in all phases of a business negotiation in such a way, that the goals of negotiation are successfully achieved and the appropriate phrases from the repertoire of strategies, tactics and techniques are applied. Furthermore, students show ability to connect their own culture with the culture of the business partner and they manage to overcome stereotypical thinking and relations. Mastering intercultural business negotiation is in this sense a result of complex theoretical and practical knowledge and appropriate language competence. Students use language in a fluent, comprehensive and professional way.	
Indicative content: Indicative content: - Drafting/understanding and processing of HR documents (job description, advertisement, contract, etc.). - Customer relationship management: complaint handling. - Product sales: developing of the offer (product, service, performance), preparing an estimate, contract, managing communication with service providers. - Communicating the business activities: presenting in detail the company's organisation and its operations, its policies, strategies by adapting the speech to the respondent. - Understanding, presenting and explaining figures in detail (accounting, finance, marketing, etc.).	

Participating actively in an internal working meeting (with the management, colleagues) or with a client or supplier; managing formal interactions.

Support literature:

Support literature:

Required:

1. LEGER, W. (2014): Le français du management (A2-C1). Paris: Ophrys. ISBN 270801398X
2. PENFORNIS, J.-L. (2018) : Vocabulaire progressif du français des affaires. Niveau intermédiaire (B1). Paris: CLE international. ISBN 209038106X

Optional:

1. DELARUELLE, D. (2014): La vente et la négociation pas à pas. Paris: Vuibert. ISBN 2311620177
2. HOLLEVILLE, S. (2021): Débattre en FLE (B2-C1). Paris: Ellipses. ISBN 2340047501
3. PENFORNIS, J.-L. (2017): Affaires.com. Niveau avancé B2-C1. 3e éd. Paris: CLE international. ISBN 2090386827

Syllabus:

Language whose command is required to complete the course:

French

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: 18.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIK FAJ/JJB21402/22	Title of course: Business negotiations in Spanish
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 4 Per course: 52 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Requirements to complete the course: Interim evaluation: 40% Final evaluation: 60%	
Student workload:	
Teaching results: The aim of the course is acquiring fundamental theoretical knowledge on structural process of a negotiation and expanding student's professional business terminology, as well as to develop practical abilities and skills when leading business negotiations and solving various problem situations. This course develops student's professional, social and communication (and intercultural) competence by means of acquiring specific terminology in the given language in combination with relevant stylistic and rhetoric expressions depending on the type and subject matter of the business negotiation. The output of the course is student's ability to use specific vocabulary in all phases of a business negotiation in such a way, that the goals of negotiation are successfully achieved and the appropriate phrases from the repertoire of strategies, tactics and techniques are applied. Furthermore, students show ability to connect their own culture with the culture of the business partner and they manage to overcome stereotypical thinking and relations. Mastering intercultural business negotiation is in this sense a result of complex theoretical and practical knowledge and appropriate language competence. Students use language in a fluent, comprehensive and professional way.	
Indicative content: Indicative content: - Introduction to communication issues and introduction to business negotiations as a specific form of communication - Complexity of a business negotiation in its phases - Strategic, tactical and technical instruments by achieving goals - Intercultural aspect of business negotiations – occurrence of misunderstandings and problems – how to avoid them and find solutions - Intercultural relationships of business negotiation partners – personality of partners, cultural habits and behaviour patterns - Business negotiations case studies	

Support literature:

Support literature:

Required:

1. FELICES, Á., IRIARTE, E., NUÑEZ, E. & CALDERON, M.-Á. (2010). Cultura y negocios. El español de la economía española y latinoamericana. Madrid: Edinumen.
2. LENGHARDTOVA, J. et al. (2001). En el mundo de los negocios. Bratislava: Sprint vfra.
3. PAREJA, M.J. (2017). Temas de empresa. Manual para la preparación del Certificado Superior del Español de los Negocios de la Cámara de Comercio de Madrid. Madrid: Edinumen.

Optional:

1. IRIARTE, E. & NÚÑEZ, E. (2009). Empresa. Siglo XXI. Madrid: Edinumen.
2. Mass media digital tools in Spanish speaking countries.

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

Spanish

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:** 18.01.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KCR OF/OOG21003/22	Title of course: Case Studies in Tourism (in German)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 40 % elaboration of semester project 60 % exam - project presentation and defense	
Student workload: Total: 104 hours Seminars: 26 hours Individual preparation for seminars: 26 hours Processing of the semester project: 26 hours Preparation for the exam: 26 hours	
Teaching results: After completing the course, the student should be able to (level of knowledge and understanding): - understand the multidimensional context in the tourism topics (case studies) covered in this course, in terms of business, economics and the nature of tourism - identify the key problem and find different solutions to the problem - to master a professional dictionary in tourism After completing the course, the student should be able to (skills and competences): - apply knowledge from various subjects in solving complex case studies - demonstrate skills in analyzing the issue, argue, understand and accept counter-arguments in solving the case study - have the competence to communicate effectively in case study solutions - fluent communication and argumentation on various topics of tourism	
Indicative content: The subject is a cross-section of various topics and issues from tourism. It focuses on the area of business in various tourism services as well as on the destination level of tourism.	
Support literature: MUNDT, Jorn, W. Tourismus. Munchen: Oldenbourg Verlag. 2013. ISBN 978-3-486-70451-8. FREYER, Walter. Tourismus. Einfuhrung in die Fremdenverkehrsokonomie. Berlin, Munchen, Boston : Walter de Gruyter, 2015. ISBN 978-3-486-74194-0. MICHÁLKOVÁ, Anna. Kulturdimensionen und ihr Einfluss auf die Widersprüche in Netzwerken. In Managing the Gaps of Intercultural Communication. MAGIC: Managing the	

Gaps of Intercultural Communication : Interkulturelle Projekte zum Erfolg führen. - Graz : Leykam Buchverlagsgesellschaft, 2016. ISBN 978-3-7011-0354-6, s. 57-74.

OECD. Trendy a politiky v cestovnom ruchu 2020. Paris: OECD Publishing, 2020. ISBN 978-92-64-62688-1.

Ministerstvo investícií, regionálneho rozvoja a informatizácie SR. Partnerská dohoda Slovenskej republiky na roky 2021 – 2027. Bratislava, 2020. Dostupné na: https://www.mirri.gov.sk/wp-content/uploads/2020/12/Ozn%C3%A1menie-Partnersk%C3%A1-dohoda-n%C3%A1vrh_final4.pdf

ŠÚ SR. Štatistiky cestovného ruchu dostupné na: <https://slovak.statistics.sk/>, <http://datacube.statistics.sk>

Ministerstvo dopravy a výstavby SR. Analýzy zdrojových trhov cestovného ruchu Slovenska. Dostupné na: <https://www.mindop.sk/ministerstvo-1/cestovny-ruch-7/statistika/analyzy-zdrojovych-trhov>

Magazin für die touristische Praxis, Österreich Werbung, Wien. Dostupné na <https://www.austriatourism.com/>

Hotel + Tourismus-Revue, die schweizer Fachzeitung für Tourismus. Bern : Hotellerie Suisse. dostupné na <https://www.htr.ch/tourismus.html>

Syllabus:

1. Case study The complexity of a tourism product. Regional cards in tourism.
2. Case study Tourism in numbers, current data and selected indicators.
3. Case study Entrepreneurship in tourism and seasonality.
4. Case study Business in the hotel industry.
5. Case study Entrepreneurship in gastronomy.
6. Case study Entrepreneurship in a selected additional tourism service.
7. Case study Entrepreneurship in a selected additional tourism service.
8. Case study Success of a tourism destination.
9. Case study Life cycle of tourism centers.
10. Case study Tourist segmentation.
11. Case study EU funds and their use in tourism business.
12. Case study Cultural dimensions and their impact on business in tourism.
13. Case study Critique of tourism, mass tourism

Language whose command is required to complete the course:

German

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. Anna Micháľková, PhD., Ing. Jozef Gáll, PhD.

Date of the latest change: 17.03.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21038/21	Title of course: Change Management (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21032/21-Strategic management (in English)	
Requirements to complete the course: 10% teaching activity, 30% seminar work, 60% written exam Student's workload (in hours): student workload: 78 h (participation in lectures 26 h, elaboration of seminar work 26 h, preparation for the exam 26 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • acquire knowledge of the causes and meaning of change management, • acquire knowledge of theories and concepts of change management, • acquire knowledge of methods of overcoming resistance to change, forming a positive attitude towards change and leading the process of change, • acquire knowledge of change management tools, • acquire knowledge about the properties, course and acceptance of critical and transitive changes. Competence: <ul style="list-style-type: none"> • identify and distinguish changes in their number, depth and breadth, and determine their impact on the company's internal processes and its position in the external environment accordingly, • think creatively and critically about the meaning of the changes that affect the company and the choice of an appropriate attitude to these changes, • orientate oneself in a complex and dynamic business environment, respond appropriately to the flow of changes of different predictability and decide between acceptance, correction, innovation, waiting and partial or complete rejection of changes. Skill: <ul style="list-style-type: none"> • acquire tools for early identification of external and internal causes of change, • acquire tools to overcome resistance to change and tools to adapt the business to change, • acquire tools to identify the motives for the participants in the change process, • learn basic skills how to adapt to changes and use them for the benefit of the company, • learn basic skills how to stimulate, implement and use change for the benefit of the company. 	
Indicative content:	

Thematic definition of lectures:

1. Typology of changes.
2. Causes of changes.
3. Processes of planned change.
4. Processes of unplanned change.
5. Adaptation to change.
6. Creating a positive attitude to change.
7. Leading people in the process of change.
8. Selected tools of change management.
- 9.-10. Management of critical changes. (Crisis, turnaround).
- 11.-12. Management of transitive changes. (TQM, reengineering, mergers and acquisitions).
13. Presentation of seminar papers

Support literature:

Basic literature:

1. CAMERON, Esther – GREE, Mike. Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change. London : Kogan Page; 5 edition, 2019. 544 s. ISBN 9780749496975.
2. KOTTER, John. P. Accelerate. Harvard : Harvard Business Review Press, 2014. 200 s. ISBN 9781625272546.
3. KOTTER, John. P. – COHEN, Dan S. Heart of Change. Harvard : Harvard Business Review Press, 2012. 214 s. ISBN 978-1422187333.

Supplementary literature:

1. ANTHONY, Scott D. – COBBAN, Paul – NAIR, Rahul – PAINCHAUD, Natalie. Breaking down the barriers to innovation. HBR November – December 2019.
2. CASCIARO, Tiziana - EDMONDSON, Amy C. – JANG, Sujin. Cross-Silo Leadership. HBR May-June 2019.
3. FRICK, Walter. How to survive a recession and thrive afterward. HBR May-June 2019.
4. GIBBSON, Paul. The Science of Successful Organizational Change. Pearson 2015.
5. HAYES, John. The theory and practice of change management. 5 edition, Macmillan Education UK, 2018.
6. CHRISTENSEN, Clayton M. – RAYNOR Michael – McDONALD Rory. What is disruptive innovation? HBR December 2015.
7. SALERNO, ANN – BROCK, Lillie. The change cycle. How people can survive and thrive in organizational change. San Francisco : Berrett-Koehler Publishers, 2008. 216 p. ISBN 978-1576754986.
8. PISANO, Gary. P. The hard true about innovative cultures. HBR January – February 2019.
- MOLDOVEANU, Mihnea – NARAYANDAS, Das. The future of leadership development. HBR March – April 2019.

Syllabus:

Thematic definition of lectures:

1. Typology of changes.

Organization as an object and subject of change. Organizational and strategic change. Depth, complexity and diffusion of change. Content of changes. Typological concepts: passivity and activity, originality and quality, stability and transformation, depth and duration, evolution and revolution.

Case study: Where my cheese went.

Assignment of seminar work.

2. Causes of changes.

Volatility of the external environment. Causes and manifestations of turbulence. Short - term and long - term effects. External and internal influences. Stratification of the causes of change .. Overcoming organizational stereotypes. Causes of change: Change for change. Triggering change: Sources of complacency and self-satisfaction. Inducing a state of need, urgency and necessity of change. Internal and operational causes of changes.

Case Study: Adaptation to Digital Photography in Kodak.

Worksheet: What drives change in your organization? Electronic medical records.

3. Processes of planned change.

Peculiarities of change management. Cyclic models. Linear models. Integrated four-phase model (Bullock - Batten). Five-phase model (Donnelly - Gibson - Ivancevich). Six-phase model EASIER (Hussey). Eight-phase model (Kotter). Metamorphing. Building organizational capacity for change (change agenda, change process methodology, change infrastructure, excellent strategic change center, strategic change office)

Case study: Sources of satisfaction and the urgency of the need for change.

4. Processes of unplanned change.

Characteristics and factors of the process of unplanned change. Three-phase model of increasing bottom-up performance (Orgland). A comprehensive approach to change management.

Participants in the change process. Agent, lawyer, sponsor, holder. The role of participants in the process of organizational change. Interventions to facilitate change

Case study: Business education reform. Introduction of the MBA study program in PBS.

5. Adaptation to change.

Causes of resistance to change. Individual and group resistance. Methods of overcoming resistance. Adaptation groups. Adaptation formulas. Adaptation cycles. Causes of failed change. Decoding resistance to change. Errors and traps in the process of adapting to change.

Case study: Decoding resistance to change. I survived, you will survive. What about the problematic superior?

6. Creating a positive attitude to change.

Organizational development. Team building. Feedback evaluation. Matrix of organizational development. Sensitivity training. Organizational flexibility. A corporate culture that supports change. Learning organization. Identification of the learning organization. Cooperation as a tool for change management.

Case study: Changing corporate culture at British Airways. Laws of a learning organization.

7. Leading people in the process of change.

Leadership characteristics. Conditions for the formation of leadership. Theoretical concepts of leadership. Leadership education and training. Leadership skills. Leading big changes.

Leadership dimension of managerial work. Management versus leadership. Charismatic and functional leadership.

Case Study: A Melting Glacier. The Nine Principles of Elizabeth I Government

8. Selected tools of change management.

Communication of change. Explicit and implicit approach to change management. Hard aspects of change management. Cooperation between initiators and implementers of change. Continuous change management. Motives and reasons for continuous improvement. Theory E and O.

Case study: Revitalization of the UK retail network ASDA.

9.-10. Management of critical changes. (Crisis, turnaround).

Crisis management tools. Time and content of revitalization. Financing of corrective measures.

Holdings of revitalization in the company. Turnaround application conditions. Turnaround tools.

Reduction of costs, inventories, surplus assets, employees, organizational excess, debts. Change of product, image, ethics. Turnaround performers.

Case study: The crisis in Obuvex.

11.-12. Management of transitive changes. (TQM, reengineering, mergers and acquisitions).

Principles of TQM. Forms of activating employees to quality. Key characteristics of reengineering. Revision of production and operational processes. Identification of reengineering opportunities. Reengineering changes. Reengineering executors. Mergers and acquisitions. Reinžinieiring operational processes.

Case Study: Acquisition of Daimler - Chrysler.

13. Presentation of seminar papers

Applications of concepts and methods of change management to practical situations and examples. Presentation and discussion of seminar papers.

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: prof. Ing. Štefan Slávik, CSc., Ing. Natália Tarišková, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KBaMF NHF/ NNC21055/21	Title of course: Commodity Markets and Real Investments
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 15% team portfolio management 25% work on team assignments 60% written exam	
Student workload: - 26 hours – lectures - 26 hours – seminars - 39 hours – preparation for seminars - 65 hours – preparation for written exam	
Teaching results: Knowledge: - 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. Skills: - 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 Competencies: - 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:

Language whose command is required to complete the course:

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. Peter Árendáš, PhD.

Date of the latest change: 07.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21066/21	Title of course: Communication in Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English)	
Requirements to complete the course: 30% semestral work, 70% written or oral or combined exam	
Student workload: Student's workload (in hours): student workload: 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)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. Competence: <ul style="list-style-type: none"> • effectively use essential information about internal and external corporate communication, its basic features, goals, forms and models in practice, • critically evaluate the application possibilities of individual communication models of internal and external communication of the company, • 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, • propose, communicate/present and defend solutions and recommendations aimed at increasing the effectiveness of internal and external communication of the company, • develop a scheme of effective internal company communication, including crisis communication. Skill: <ul style="list-style-type: none"> • 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, 	

- 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: 0

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

Lecturer: doc. Ing. Jana Blštáková, PhD., prof. PhDr. Miroslava Szarková, CSc., Mgr. Hana Gažová-Adamková, PhD., Mgr. Natália Matkovčiková, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21034/21	Title of course: Control (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English) or KPH FPM/MMC21027/21-Cost Controlling (in English) or KPH FPM/MMC21025/21-Business Economy (in English)	
Requirements to complete the course: 40 % continuous work during the semester (presentation of news, elaboration and presentation of a seminar paper in the conditions of a specific enterprise, continuous knowledge test, weekly knowledge test, activity at seminars), 60 % combined examination (written part of the examination by open questions or test form, oral questions and dialogue on the issue between the examiner and the student). Student's workload (in hours): student workload: 130 hours (attendance at lectures 26, attendance at tutorials 26, preparation for tutorials 13, preparation and processing of seminar work 13, preparation for weekly knowledge test 13, preparation for semester written work 13, preparation for combined final examination 26)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive overview at the function of management controlling. • Knowledge of how each manager must act to keep his or her area of responsibility “under control” through the various steps of the control process, whether with the help of subordinates and collaborates (supervisors and controllers) or independently (as a junior, middle, or senior manager or as a company owner). • Knowledge of the terminal function, which closes the management cycle and enables the business to learn from its mistakes or to take advantage of opportunities and its links to other management functions. • Knowledge of the various external entities that examine different aspects of the business, effectively countering the associated risks and taking advantage of the possible opportunities offered by the entities. Competence: <ul style="list-style-type: none"> • Using the control process to correct errors, minimize threats and weaknesses, and maximize opportunities and strengths of the department or micro and small business. • Designing a control system for a particular department or micro and small enterprise consisting of personnel, professional or technical capabilities. 	

- Optimization of the established control system of the enterprise for better functioning.

Skill:

- Critical evaluation of the control system of a department, micro or small enterprise.
- Designing appropriate standards for measuring and comparing actual performance in different areas of the business.
- Determination of permissible limits when comparing standards with actual performance for activation of corrective actions.
- Designing and implementing corrective actions for identified weaknesses and conversely taking advantage of discovered opportunities and strengths.
- Responding appropriately to the detection of deviations by external entities that control a particular aspect of the business.

Indicative content:

Thematic definition of lectures:

1. Basic concepts in controlling, historical aspects
2. Approaches to the concept of controlling
3. Controlling and the sequential and parallel functions of management
4. Subject, object and matter of control
5. Classification of types of control
6. Levels of control
7. The four-step and three-step process of controlling
8. The process of controlling
9. Methods and techniques of controlling
10. Forms of control
11. Internal and external audit
12. Other aspects of internal control
13. External control

Thematic definition of exercises:

1. Introduction to the subject
2. Social systems, their structure, controlled and controlling elements
3. Characteristics of controlling
4. Internal control system of the enterprise and its elements
5. Classification of types of control
6. Personality of the controller, ethical and psychological aspects of controlling
7. Controlling in project management
8. Controlling in project management
9. Forms of strategic control, its necessity, process and organization in the enterprise
11. Internal audit
12. External audit of the enterprise from the commercial sphere and the third sector
13. External control of enterprises coming from public administration

Support literature:

Basic literature:

1. FLAMHOLTZ, Eric G. Effective Management Control : Theory and Practice. Norwell : Kluwer Academic Publishers, 1996. 174 s. ISBN 978-1-4612-8586-1. (dostupné pre študentov v knižnici SEK)
2. HUTZSCHENREUTER, Jens. Management Control in Small and Medium-Sized Enterprises. Wiesbaden : GWV Fachverlage, 2009. 272 s. ISBN 978-3-8349-1990-8.
3. MERCHANT, Kenneth A. – VAN DER STEDE, Wim A. Management Control Systems. Performance Measurement, Evaluation and Incentives. Second Edition. Essex : Pearson Education Limited, 2007. 850 s. ISBN 978-0-273-70801-8.

4. BREDMAR, Krister. Understanding Management Control and Organisational Sense-making. Oxford : Chartridge Books Oxford, 2016. 140 s. ISBN 978-1-911033-12-7.
5. BRENNER, Barbara. Management control in Central and Eastern European subsidiaries. New York : Palgrave Macmillan, 2009. 306 s. ISBN 978-0-230-20140-8.
6. BERRY Anthony J. – BROADBENT, Jane – OTLEY, David. Management Control. Theories, Issues and Practices. Hampshire : MACMILLAN PRESS, 1995. 374 s. ISBN 978-0-333-57243-6.

Supplementary literature:

1. SITKIN, Sim B. – CARDINAL, Laura B. – BIJLSMA-FRANKEMA, Katinka M. Organizational Control. Cambridge Companions to Management. Cambridge : Cambridge University Press, 2016. 541 s. ISBN 978-0-5117-7789-9.
2. OMRAN, Kamel Ali. Planning and Controlling. Cairo : Faculty of Engineering – Cairo University, 2005. 46 s. ISBN 977-223-954-X.
3. OTLEY, David – SOIN, Kim. Management Control and Uncertainty. Hampshire : Palgrave Macmillan, 2014. 277 s. ISBN 978-1-349-48319-8.
4. SINHA, Pradip Kumar. Management Control Systems. A Managerial Emphasis. New Delhi : Excel Books India, 2009. 506 s. ISBN 978-81-7446-680-8.
5. GHOSH, Asoke K. Management Control Systems. New Delhi : Prentice-Hall of India, 2005. 233 s. ISBN 81-203-2844-2.

Syllabus:

Thematic definition of lectures:

1. Basic concepts in controlling, historical aspects – Control, controlling, German controlling, management accounting, risks of Central European orientation for global theories. Evolution of concepts and their content in history, major milestones in development, current challenges and future in relation to Industry 4.0 and Artificial Intelligence.
2. Approaches to the concept of controlling – Regulatory, negation, professional, informational, punitive and educational approaches, their positives and negatives. The role of partners and subordinates in each approach. Perspectives on controlling sociological, organizational performance and information management. Approaches to controlling as a management function and possible transfer of the function to parallel functions of management.
3. Controlling and the sequential and parallel functions of management – The links between controlling and planning, organizing, personnel management, leading, and decision making. Shared information, activities and mutual effects. Analysis as part of each step of the control process and implementation in the form of corrective/managerial action.
4. Subject, object and matter of control – Different approaches to the concepts. Internal and external control entities, their visibility and preferred characteristics. Object of control according to Eastern, Western and information-based approaches. Different matters of control within an object.
5. Classification of types of control – Formal types of control according to different perspectives, especially the Eastern approach. Informal control from the perspective of the Western approach. Self-control and its position in modern corporate practice. Controlling results versus controlling the process.
6. Levels of control – Fundamental differences and relationships between levels. Approaches to strategic control, its different types. Management controlling, its purpose and focus, transition from quantitative data evaluation to qualitative justification of changes. Operational control, possibilities of its streamlining in the era of Industry 4.0 and Artificial Intelligence.
7. The four-step and three-step process of controlling, the role of planning in the process, the German “PuK” approach. Determination of performance standards by managers, senior and external stakeholders. Types of standards, methods of determining them, requirements for

standards. Measurement of actual performance (outcome and process). How, what and when to measure in the organization (attendance and real performance).

8. The process of controlling – the third and fourth steps – Comparison of standards and performance, the role of the manager, collaborates and subordinates. Deviations and their acceptable level. Control equation. Implementation of corrective/managerial activity as a key role of the manager in controlling. No activity, correction in performance, change in standards. The initial approach to the controlling process and its sub-phases.

9. Methods and techniques of controlling – General methods of knowledge, their application in controlling and in science. Comparison as a key method of controlling. Techniques, methods and procedures of controlling. Qualitative and quantitative control techniques.

10. Forms of control – The Eastern approach and the different forms of control. Review, control survey, surveillance, inspection, revision, audit, operational research, survey. Western approach and its various forms. Bureaucratic, clan, market control. Control and revision in German theory.

11. Internal and external audit – Historical aspects. Definition, meaning, elements, objectives, types of internal audit. Narrow and broad authority of internal audit department. External audit and its most important type. Differences and connections between internal and external audit.

12. Other aspects of internal control – Possibilities of reducing and even eliminating the need for control by automation, centralization of decision making, risk sharing or closure.

Resistance to control in cases of too much control, misdirection, rewarding inefficiency, too much accountability or fear of punishment. Overcoming resistance. Employee response to control. Causes of problems in controlling.

13. External control – Control entities coming from the public administration (central and other government bodies and their subordinate control bodies), the private sector (rating agencies, certification bodies, audit companies) and the third sector. The most important actors from the perspective of enterprises and their competences. Trends in controlling according to different authors.

Thematic definition of exercises:

1. Introduction to the subject – Explanation of the methodology, content and forms of exercises. Plan of exercises. Conditions of active learning and examination. Seminar papers – topics, content, form. News – topics, possibilities of presentation.

2. Social systems, their structure, controlled and controlling elements. Management system, its model and individual aspects. Management process, its characteristics and information in it. Presentation of news.

3. Characteristics of controlling – Nature, mission and meaning of controlling. Functions of controlling according to social spheres and according to the content of human activity. Presentation of news. Weekly verification of knowledge. Presentation of seminar papers.

4. Internal control system of the enterprise and its elements. Internal control. Controlling/managerial accounting. Risk management. Balanced Scorecard. Automatic control.

Interrelationships of the elements of the internal control system. Limiting factors. Presentation of new developments. Weekly verification of knowledge. Presentation of seminar papers.

5. Classification of types of control – Criteria for classification of control from different points of view. Case studies. Presentation of new developments. Weekly verification of knowledge. Presentation of seminar papers.

6. Personality of the controller, ethical and psychological aspects of controlling. Discussion. Presentation of news. Weekly verification of knowledge. Presentation of seminar papers.

7. Controlling in project management – Introduction to the issue. Case study. Presentation of seminar papers. Continuous knowledge check – written work.

8. Controlling in project management – Evaluation of project effectiveness. Case study. Presentation of seminar papers.

9. Forms of strategic control, its necessity, process and organization in the enterprise. Presentation of news. Weekly verification of knowledge. Presentation of seminar papers.

10. Principles of controlling – Principles according to different authors. Importance of each principle according to the different levels of management. Presentation of news. Weekly verification of knowledge. Presentation of seminar papers.

11. Internal audit – Objectives and tasks of internal audit, place in the organizational structure of the enterprise. Types of internal audit, its program, implementation and effectiveness. Presentation of news. Weekly verification of knowledge. Presentation of seminar papers.

12. External audit of the enterprise from the commercial sphere and the third sector – Auditing companies. Certification bodies. Rating agencies. Third sector bodies. Presentation of news. Weekly verification of knowledge. Presentation of seminar papers.

13. External control of enterprises coming from public administration – Structure of bodies and entities in the system of external control of an enterprise. Current composition of the Government. Entities of external control coming from public administration and public life. Evaluation of written and seminar papers.

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. Juraj Mišún, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21251/21	Title of course: Corporate Finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: Independent work, ongoing tests, Written exam Mid-term test = 20% Semester-end test = 20% Written exam = 60%	
Student workload: 156 h Full-time study: Participation on lectures = 26, Participation on seminars = 26, Preparation for seminars = 13 Preparation for mid-term and semester-end test = 13, Preparation for exam = 78	
Teaching results: - understand the selected key areas of financial management of a company. We will put special focus on capital structure and financial stability. - apply the acquired theoretical knowledge to the solution of practical examples also in connection with the integration of the Slovak economy into the European and world economy. - Develop analytical skills of students. I. Knowledge and understanding After studying this subject, students will be able to: - Apply the acquired knowledge to analyse and understand the key issues, theories and conceptual frameworks related to corporate finance and financial management; - Discuss a variety of theories of corporate finance and financial management to produce recommendations and support effective decision making in practice; - Understand the role and importance of financial management in a company; - Evaluate, justify and apply research in the field of corporate finance. II. Skills After studying this subject, students will be able to: - communicate key issues and arguments related to corporate finance and financial management; - describe problems and issues related to corporate finance in new and diverse situations, clearly argument on them and draw appropriate and useful recommendations, - Apply and synthesize knowledge from the field of corporate finance. III. Competence	

After studying this subject, students will be able to:

- work as an individual or as a member of a professional team or as a team leader in the field of corporate finance,
- critically analyze financial management issues and draw conclusions.

Indicative content:

- Financial and capital structure and their determinants, financial stability
- Balance sheet structure, rules of financing, basic financial calculations
- Financial analysis as instrument for reviewing financial stability, Financial indicators, cash-flow analysis
- The cost of capital, Cost of capital components, average cost of capital, Optimal level of capital budget
- Impact of risk on capital structure (operating and financial risk, risk of financial distress),
- Models of the optimal capital structure,
- Dividend theory and policy,
- Company valuation and methods of their calculation,
- Mergers and their relation to capital structure,
- Financial problems and termination of company

Support literature:

BREALEY, R. A. - MYERS, S. C. - ALLEN, F. Principles of corporate finance. 9th ed. New York : McGraw-Hill/Irwin.

BRIGHAM, E. F. - DAVES, P. R. Intermediate financial management. 9. ed. Mason: Thomson/South-Western, 2007.

ROSS, S. A. Corporate Finance: Core Principles and Applications. New York: McGraw-Hill Education, 2017.

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. František Hocman, PhD., Ing. Kristína Jančovičová Bognárová, PhD.

Date of the latest change: 28.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPF FPM/MME21018/21	Title of course: Corporate Finance (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 6 % continuous student activity during the semester, 24 % written test, 70 % final written exam (4 open theoretical questions, each focusing on a different area of financial management and 2 examples) Student's workload (in hours): student workload: 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars including homework 20 h, preparation for credit paper 20 h, preparation for exam 64 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Students will acquire a set of knowledge and methods that will enable them to independently orient themselves in the issue of financial management of enterprises. After completing the subject Corporate Finance, students will be able to understand the basic areas of financial management of the enterprise, on the basis of the acquired knowledge they will be able to analyze the sources of financing of the enterprise and in the case of additional need for additional resources and to propose options for obtaining these resources so that it would be effective for the enterprise in terms of the cost of obtaining sources of financing and efforts to minimize them. In addition to the traditional standard forms of financing, students will also be able to propose financing through so-called alternative sources of financing. In the case of new investments of an enterprise, the student will be able to analyse the suitability and profitability of the projects for the enterprise by means of several methods of evaluation of investment projects on the basis of the acquired knowledge. In the course, the student will also acquire basic knowledge in the field of financial analysis of the enterprise and financial planning, which is necessary for successful completion of subsequent courses in subsequent years of study. Competence: <ul style="list-style-type: none"> • to be familiar with the basic issues of corporate financial management, • to propose options for financing business activities, • analyse, assess and make effective decisions within the framework of individual financing options in terms of several factors (cost of capital, availability of financial resources, administrative complexity in obtaining them, etc.), • propose the use of alternative sources of financing, 	

- assess the effectiveness of investment project options and select the optimal option in the light of the chosen decision criterion.

Skill:

- analyze and quantify the cost of capital of the enterprise,
- quantify the need for financial resources, then analyse the profitability of different options for sources of enterprise financing,
- analyse the solvency of the enterprise,
- analyse and evaluate the economic efficiency of investment projects through dynamic methods of evaluating the efficiency of investment projects,
- assess the possibilities of using alternative forms of financing (venture capital, subsidies, euro funds).

Indicative content:

Thematic definition of lectures:

1. Development, characteristics and content of corporate finance.
2. Financing of the enterprise, its property, financial and capital structure.
3. Acquisition of equity capital from external sources.
4. Raising equity capital from internal sources.
5. Acquisition of long-term and medium-term capital by means of credit.
6. Obtaining financial resources from short-term loans.
7. Financial support of enterprises from public sources.
8. Placement (allocation) of capital in fixed tangible and intangible assets.
9. Financial investment of an enterprise.
10. Financing of current assets of the enterprise, their characteristics and structure.
11. Factors influencing the exchange rate in the long and short term.
12. Determination of enterprise value.
13. Financial analysis and planning of the enterprise.

Thematic definition of exercises:

1. Cash flow
2. Time value of money
3. Financial and capital structure of the enterprise
4. Raising equity capital from external sources
5. Raising equity capital from internal sources
6. Acquisition of equity from internal sources
7. Obtaining financial resources through loans
8. Financing businesses through the use of finance leases
9. Comparison of financing through leasing and credit
10. Placement of capital in fixed assets
11. Evaluating the efficiency of investment projects
12. Evaluation of the riskiness of investment projects
13. Financial investments of the enterprise

Support literature:

Basic literature:

1. BREALEY, Richard - MYERS, Stewart C. - MARCUS, Alan J. Fundamentals of Corporate Finance. Kindle Edition, 2012. 784 s. ISBN 978-0078034640.

Supplementary literature:

1. BERK, Jonathan - DEMARZO, Peter. Corporate Finance. Harlow : Pearson, 2020. 1181 s. ISBN 978-1292-30415-1.
2. VINCZEOVÁ, Miroslava - KRIŠTOFÍK, Peter. Corporate finance. Banská Bystrica : Matej Bel University, 2013. 133 s. ISBN 978-80-557-0490-6.

3. CORRELI, Angelo. Analytical Corporate Finance. New York : Springer International Publishing AG, 2018. 501 s. ISBN 3319957619.

Syllabus:

Thematic definition of lectures:

1. Development, characteristics and content of corporate finance. Content, principles and procedures of corporate financial management. Basic categories used in financial management. Financial policy of the enterprise and financial objectives of the business activity. Financial decision-making of the enterprise.
2. Financing of the enterprise, its property, financial and capital structure. Necessary amount of capital of the enterprise. Capital structure. Structure of financial resources of the enterprise. Optimal financial structure of the enterprise.
3. Acquisition of equity capital from external sources. Deposits of owners. Venture (risk) capital entry. Raising equity capital in venture capital companies. Shares and their types, ordinary, preference and employee shares. Technique of share issue.
4. Raising equity capital from internal sources. Financing corporate needs from profits. Method of quantifying profit. Distribution of profits: taxes, dividends, formation of reserve funds. Self-financing of the enterprise. Pension funds. Financing of corporate needs from depreciation. Depreciation as a source of financing. Depreciation policy of the state and enterprises. Other internal sources of financing.
5. Acquisition of long-term and medium-term capital by means of credit. Issuance of corporate bonds, their types, coverage, yield and repayment. Financial credits: term loans, mortgage loans, revolving loans, export credits. Supplier loans. Special forms of credit: leasing, forfaiting, franchising.
6. Obtaining financial resources from short-term loans. Trade credit. Promissory note as an instrument of trade credit. Fixed and non-fixed liabilities, advances, issue of commercial paper, short-term bank loans. Factoring as a form of short-term financing.
7. Financial support of enterprises from public sources. Reasons and factors for targeting financial support. Direct and indirect forms of support. Financial support of enterprises in the Slovak Republic, entities and programmes. Forms and objectives of the European Union subsidy policy.
8. Placement (allocation) of capital in fixed tangible and intangible assets. Characteristics of financial aspects of investment. Methods of selecting a suitable variant of an investment project. The impact of inflation on investment decision-making. Selection of an investment project in the capital budget. Financing of major investment projects.
9. Financial investment of an enterprise. Investing capital in financial assets. The role and instruments of the financial market. Criteria for financial investment. Portfolio of securities. Strategic objectives of corporate financial investment.
10. Financing of current assets of the enterprise, their characteristics and structure. Management of inventories, receivables and prompt cash. Cash cycle.
11. Factors influencing the exchange rate in the long and short term. Management of the enterprise's currency risks.
12. Determination of enterprise value. Motives for determining the value of an enterprise. Basic information inputs and factors. Methods of enterprise value determination. Valuation of business assets in special conditions.
13. Financial analysis and planning of the enterprise. The importance and roles of financial analysis in the management of corporate finance. Retrospective financial analysis. New criteria for assessing business performance - economic value added (EVA) and market value added (MVA). Predictive financial analysis. Definition of the nature and tasks of a financial plan. Structure, content and process of financial plan development. Characteristics of the different parts

of the financial plan. Methods and models for the development of a company's financial plan. Control of implementation, adjustments and changes to the plan...

Thematic definition of exercises:

1. Cash flow - cash flow of the enterprise. Calculation of cash flow by direct and indirect methods. Analysis of financial ratios - specifically liquidity ratios.
2. Time value of money - future value of money (interest earner, saver, funder), present value of money (de-interest earner, funder, redeemer). The impact of inflation and taxation of interest income on the time value of money.
3. Financial and capital structure of the enterprise - costs related to the commitment of the individual components of capital, cost of equity capital, cost of foreign capital, calculation of the average nominal and real cost of capital.
4. Raising equity capital from external sources - shares and their value (nominal, book, market, etc.), share issue and subscription right - calculation of subscription right in case of additional share issue, subscription right price, new average market price of shares after issue.
5. Raising equity capital from internal sources - financing the company from profits. Factors influencing the formation of the economic result. Taxation of the economic result - adjustment of the economic result to the tax base by means of the so-called addable and deductible items, calculation of the economic result after taxation, distribution of profit.
6. Acquisition of equity from internal sources - types of depreciation (tax, accounting), difference between them. Calculation of depreciation through accounting depreciation methods (straight-line, progressive, declining, uneven).
7. Obtaining financial resources through loans. Establishment of the most commonly used loan repayment plans (repayment plan with the same amount of repayment, with the same amount of total payment, with a regularly increasing repayment, etc.).
8. Financing businesses through the use of finance leases - calculation of the lease price, down payment, lease payment. Application of leasing in financing the acquisition of fixed assets of the enterprise.
9. Comparison of financing through leasing and credit. Conversion of costs related to leasing and credit to present value, selection of an efficient form of financing (in terms of the criterion of cost minimization).
10. Placement of capital in fixed assets - types of investment projects, calculation of basic economic parameters of investment projects (capital expenditures, expected cash receipts, useful life).
11. Evaluating the efficiency of investment projects through methods of evaluating the efficiency of investment projects, with the main focus on dynamic methods (net present value, internal rate of return, as a complementary method payback period with time update).
12. Evaluation of the riskiness of investment projects - use of basic statistical methods in the analysis of the riskiness of investment projects (standard deviation, coefficient of variation). Comparison of the riskiness of several investment projects.
13. Financial investments of the enterprise - basic methodology of calculating the market price of securities (bonds, preferred and common shares). Calculation of expected return and riskiness of securities.

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
0.0	0.0	100.0	0.0	0.0	0.0
Lecturer: Ing. Simona Kosztanko, PhD., prof. Ing. Peter Markovič, PhD.					
Date of the latest change: 02.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPF FPM/MME21019/21	Title of course: Corporate Financial Analysis (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21025/21-Business Economy (in English) or KPF FPM/MME21018/21-Corporate Finance (in English)	
Requirements to complete the course: 15 % continuous seminar work on the assigned topic, 15 % continuous written work from examples, 70 % oral examination Student's workload (in hours): student workload: 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)	
Student workload:	
Teaching results: Knowledge: 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. Competence: <ul style="list-style-type: none"> • Complete the financial analysis in companies compiling financial statements in various accounting regimes, in Slovak and foreign companies. • Search for and select information sources suitable for fulfilling the goal of analyzing the company's financial results. • Select optimal methods of analysis that will allow a factual interpretation and evaluation of important aspects of the financial situation of the company. • Identify and quantify the impact of relevant factors on the financial results of companies. • 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. Skill: <ul style="list-style-type: none"> • Apply the acquired theoretical knowledge about elementary methods and higher methods (mathematical-statistical) in the process of analyzing the financial situation of the company. • Define and economically interpret the company's financial results. 	

- 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.

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.

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: 0

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

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

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21034/21	Title of course: Corporate Social Responsibility (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English) or KM FPM/MMB21040/21-Management (in English) or KPH FPM/MMC21025/21-Business Economy (in English)	
Requirements to complete the course: 30% active participation over the semester, group work - solving case studies of ethical problems (actual data directly from the company) and its presentation 70% written final exam - combination of theoretical part and elaboration of a concrete case study Student workload (in hours): Form of study (in hours) Internal Activities Lectures - 26 Seminars - 26 Preparation for seminars - 13 Individual work - 13 Preparation for the final exam - 26 Total study load 104	
Student workload:	
Teaching results: Knowledge: After completing the module, students should be able to: <ul style="list-style-type: none"> • understand that performing responsible business is the standard economic activity of a company, • solve any economic problems in parallel with the liability requirements, • be familiar with the ethical minimum of responsible business – basic legislation, • master existing systems of standards, initiatives, and indices of responsible business, • navigate through the system of domestic and international institutions providing guarantee and support for responsible business, • master the basic methodology of controlling and reporting of responsible business, • use a functioning system of responsible business to increase the company’s credibility more successfully. Competence:	

- apply theoretical knowledge of general ethics creatively and understand the essence of ethical principles used in common practice,
- be able to navigate themselves through an ethical minimum – essential legislation concerning the company and a specific group of stakeholders,
- understand the context between business ethics and responsible business and be able to identify them in practice,
- evaluate the relevance of the information in integrated reports on ethical behavior for each stakeholder group,
- analyze and solve any economic problem in line with its ethical side.

Skills:

After completing the module, students should be able to:

- master the analysis and evaluation of the specifics of the system of the corporate social responsibility in Slovakia and abroad,
- propose a basic procedure for the institutionalization of responsible business,
- analyze, evaluate, and recommend solutions for unethical behavior of the company, according to the problems of stakeholder groups,
- design and prepare a simple report on responsible business according to real up-to-date information from the company,
- argue factually and professionally based on acquired knowledge and adopted techniques

Indicative content:

Topics of lectures:

Week 1 Fundamental Principles of Corporate Social Responsibility (CSR)

Week 2 Basic Principles of Stakeholder Theory

Week 3 Social Support System for Responsible Business

Week 4 The Essence of Responsible Business

Week 5 Institutionalization of Responsible Business

Week 6 Responsible Business in Relation to Human Capital

Week 7 Responsible Business in Relation to Consumer Protection

Week 8 Responsible Business in Relation to the Community

Week 9 Responsible Business in Relation to the Environment

Week 10-11 Responsible Business and International Relations

Week 12-13 Responsible Business Reporting

Topics of seminars:

Week 1 Fundamental principles of CSR

Week 2 Basic Principles of Stakeholder Theory

Week 3 Social Support System for Responsible Business

Week 4 The Essence of Responsible Business

Week 5 Institutionalization of Responsible Business

Week 6 Responsible Business in Relation to Human Capital

Week 7 Responsible Business in Relation to Consumer Protection

Week 8 Responsible Business in Relation to the Community

Week 9 Responsible Business in Relation to the Environment

Week 10-11 Responsible Business and International Relations

Week 12-13 Responsible Business Reporting

Support literature:

Basic literature:

1. IDOWU, Sam O. Current Global Practices of Corporate Social Responsibility. In The Era of Sustainable Development Goals. Berlin : Springer, 2021. 21 s. ISBN 978-3-030-68386-3.

2. MITRA, Nayan - SCHMIDPETER, René. Mandated Corporate Social Responsibility. Berlin : Springer, 2020. 254 s. ISBN 978-3-030-24444-6.
3. PAIVA, Inna S. - CARVALHO, Luísa C. Conceptual and Theoretical Approaches to Corporate Social Responsibility, Entrepreneurial Orientation, and Financial Performance. IGI Global, 2020. 369 s. ISBN 978-1-7998-2130-4.
4. DELBARD, Oliver. The Corporate Social Responsibility Agenda: The Case for Sustainable and Responsible Business Hardcover. World Scientific Publishing Co. 2020. 196 s. ISBN 978-9-8112-0659-7.
5. TUNCA, Çalyurt. K. New Approaches to CSR, Sustainability and Accountability, Volume I. Berlin : Springer, 2020. 271 s. ISBN 978-981-329-588-9.

Complementary literature:

1. KESSEDJIAN, Catherine - RIVERA, Humberto C. Private International Law Aspects of Corporate Social Responsibility. Berlin : Springer, 2020 . 791 s. ISBN 978-3-03035-186-1.
2. CHANDLER, David. Strategic Corporate Social Responsibility: Sustainable Value Creation. London : SAGE Publications, Inc, 2019. 480 s. ASIN B07W14GB23.
3. RENDTORFF, Jacob D. Philosophy of Management and Sustainability: Rethinking Business Ethics and Social Responsibility in Sustainable Development. Bingley : Emerald Publishing, 2019. 264 s. ISBN 978-1-78973-454-6.
4. REZAEI, Zabihollah - FOGARTY, Timothy. Business Sustainability, Corporate Governance, and Organizational Ethics. Hoboken : John Wiley & Sons, 2019. 992 s. ISBN 978-1-11960-145-6.
5. BECKER, Christian U. Business Ethics. Methods and Application. London : Routledge, 2018. 200 s. ISBN 978-1138493681.
6. IDOWU, Samuel O. - SITNIKOV, Catalina. Current Issues in Corporate Social Responsibility: An International Consideration. Berlin : Springer, 2019. 286 s. ISBN 978-3-31988-938-2.
7. MCWILLIAMS, Abigail - RUPP, Deborah E - SIEGEL, Douglas S. The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives. Oxford : Oxford University Press, 2019. 720 s. ISBN 978-0-198-80228-0.
8. ANTONARAS, Alexandros - DEKOULO, Paraskevi. Cases on Corporate Social Responsibility and Contemporary Issues in Organizations. Pennsylvania : IGI Global, 2019. 402 s. ISBN 978-1-5225-7715-7.
9. VOPAT, Mark C. - TOMHAVE, Alan. Business Ethics. The Big Picture. Peterborough : Broadview Press, 2018. 325 s. ISBN 978-1-55481-430-5.
10. ZEYEN, Anica - BECKMANN, Markus. Social Entrepreneurship and Business Ethics. London : Routledge, 2018. 254 s. ISBN 978-1138079946.

Syllabus:

Topics of lectures:

Week 1 Fundamental Principles of Corporate Social Responsibility (CSR)

The topic focuses in detail on the primary categories and fundamental principles of the theory of CSR. The subject and the essence of CSR. The theoretical basis of CSR. The relationship between ethics and CSR. Fundamentals of ethics and its categories applicable in CSR.

Week 2 Basic Principles of Stakeholder Theory

The topic focuses primarily on the basic principles of functioning of a responsible company in the market. The mission of a responsible company. The principle of integration of ethics and economics. Enterprise as part of the social system. The essence of the ethical-economic dilemma: manager - owner. Relationship between ethics and law – the ethical minimum (legislation). Definition, systematization, and classification of stakeholders. Ethical minimum for stakeholders, by groups (primary and secondary).

Week 3 Social Support System for Responsible Business

The topic is primarily focused on the attributes of the model of synergistic evaluation of the state of responsible business in the Slovak Republic. Public politics. State tools used. Application of responsible business in the corporate sector. Forming awareness of the ethical business. Strategy for improving the state of CSR in Slovakia. Current trends in the development of responsible business nationally and internationally.

Week 4 The Essence of Responsible Business

The topic is primarily focused on the basic relationships: responsible/sustainable business and the responsibility of business entities. Essential characteristics of responsible business. Classification of terms responsible business, social responsibility, responsible behavior, responsible acting. Pillars of responsible business. The responsible business pyramid. Alternatives to responsible business. Advantages and disadvantages of responsible business.

Week 5 Institutionalization of Responsible Business

The topic is focused in detail on the basic categories and fundamental principles of the institutionalization of CSR into economic entities. The essence of the institutionalization of responsible business. Creating a responsible business strategy and its implementation. Application of the PDCA model in the institutionalization of ethics in the company. Application of tools for the implementation of responsible business - ethical program. Classification and typology of the system of codes of ethics. General principles of the code of ethics. Pros and cons of institutionalizing responsible business.

Week 6 Responsible Business in Relation to Human Capital

The topic is predominantly focused on the attributes and determinants of CSR in the field of human capital. Categorization of terms: personnel, workers, employees, human potential, human capital. Identification of the most frequent ethical problems of human capital in the company. The main principles of responsible behavior in working relations. Typology, classification, and categorization of unethical behavior towards human capital in the company. Typology of discrimination in labor relations. Redundancies and their acceptability from the CSR aspect. Current legislation as an ethical minimum and a system of tools for a positive solution to the problems of unethical behavior. Basic security and rights for employees in the Labor Code.

Week 7 Responsible Business in Relation to Consumer Protection

The topic is focused in detail on the basic aspects of ethical consumerism. Explanation of the practical functioning of the consumer protection system in the Slovak Republic and the E.U. Main principles of consumer protection. Dimensions of the functional model of the consumer protection system. Legislative protection (ethical minimum) of the consumer. Supervision and regulation of consumer protection in the Slovak Republic. Consumer protection NGOs. Current EU trends in ethics and consumer protection. The Consumer Agenda which presents a strategic vision of E.U. consumer policy.

Week 8 Responsible Business in Relation to the Community

The topic deals primarily with the relationship of the responsible company to the community. Basic characteristics of attributes of community and society. Activities of a company with responsible/sustainable behavior for the benefit of the community. Typology, classification, and categorization of ethical company activities for the benefit of the community: philanthropy, donation, volunteering, corporate investment in the community, sponsorship. Specification of corporate philanthropy and its tools. Ethical minimum (legislative support) of ethical conduct of a company with responsible/sustainable behavior for the benefit of the community.

Week 9 Responsible Business in Relation to the Environment

The topic mainly focuses on the attributes and determinants of the relationship of responsible business to the environment. Conceptual classification: ecology, environmental studies, and the environment from an economic and ethical aspect. Care for the environment. Ethical minimum in the environment in the Slovak Republic and the E.U. Environmental management system. Positives and negatives of the implemented environmental management system. Comparison of

ISO 14001 and EMAS elements. Application of the PDCA model in the implementation of an environmental management system.

Week 10-11 Responsible Business and International Relations

The topic is predominantly focused on the attributes and determinants of responsible business in an international context. Characteristics of the global system. Synergistic effect of business determinants from the perspective of economy and responsible business. Application of the principle of conceptual relativity. Businesses in the conditions of globalization. Closing business alliances. Basic categories of regional interest from the aspect of globalization. Application of the principles of responsible business in companies in globalization. Agenda 2030 for sustainable development. E.U. strategy in the field of responsible business.

Week 12-13 Responsible Business Reporting

The topic focuses primarily on the essence of the relationship between responsible/sustainable business management and reporting of responsible/sustainable business. General principles of responsible business reporting. Standards of responsible business reporting, sustainable development, and ethical behavior. Attributes of the most widespread responsible business reporting systems: GRI standards and integrated reporting. Legislative support (ethical minimum) of responsible business reporting in the Slovak Republic and the E.U.

Topics of seminars:

Week 1 Fundamental principles of CSR

Case studies focused on basic categories and fundamental principles of the theory of CSR. The subject and the essence of CSR. The theoretical basis of CSR. The relationship between ethics and CSR. Fundamentals of ethics and its categories of applicable CSR.

Presentation of the responsible business model in a particular company with an accent on the integrity of the sustainable business and its managerial and economic dimension

Week 2 Basic Principles of Stakeholder Theory

Case studies focused on the basic principles of functioning of a responsible company in the market. The mission of a responsible company. The principle of integration of ethics and economics. Enterprise as part of the social system. The essence of the ethical-economic dilemma: manager - owner. Relationship between ethics and law – the ethical minimum (legislation). Definition, systematization, and classification of stakeholders. Ethical minimum for stakeholders, by groups (primary and secondary).

Presentation of the responsible business model in a particular company with an accent on functioning stakeholder system.

Week 3 Social Support System for Responsible Business

Case studies focused on the attributes of the model of synergistic evaluation of the state of responsible business in the Slovak Republic. Public politics. State tools used. Application of responsible business in the corporate sector. Forming awareness of the ethical business. Strategy for improving the state of CSR in Slovakia. Current trends in the development of responsible business nationally and internationally.

Presentation of the responsible business model in a particular company with an accent on the system of support for responsible business of a particular company.

Week 4 The Essence of Responsible Business

Case studies focused on the basic relationships: responsible/sustainable business and the responsibility of business entities. Essential characteristics of responsible business. Classification of terms responsible business, social responsibility, responsible behavior, responsible acting. Pillars of responsible business. The responsible business pyramid. Alternatives to responsible business. Advantages and disadvantages of responsible business. Presentation of the responsible business model in a particular company with an accent on the pyramid of responsible business of a particular company.

Week 5 Institutionalization of Responsible Business

Case studies focused on the basic categories and fundamental principles of the institutionalization of CSR into economic entities. The essence of the institutionalization of responsible business. Creating a responsible business strategy and its implementation. Application of the PDCA model in the institutionalization of ethics in the company. Application of tools for the implementation of responsible business - ethical program. Classification and typology of the system of codes of ethics. General principles of the code of ethics. Pros and cons of institutionalizing responsible business. Presentation of the responsible business model in a particular company with an accent on an ethical program of the company.

Week 6 Responsible Business in Relation to Human Capital

Case studies focused on the attributes and determinants of CSR in the field of human capital. Categorization of terms: personnel, workers, employees, human potential, human capital. Identification of the most frequent ethical problems of human capital in the company. The main principles of responsible behavior in working relations. Typology, classification, and categorization in unethical behavior towards human capital in the company. Typology of discrimination in labour relations. Redundancies and their acceptability from the CSR aspect. Current legislation as an ethical minimum and a system of tools for a positive solution to the problems of unethical behavior. Basic security and rights for employees in the Labor Code. Presentation of the responsible business model in a particular company with an accent on a responsible business in relation to human capital.

Week 7 Responsible Business in Relation to Consumer Protection

Case studies focused on the basic aspects of ethical consumerism. Explanation of the practical functioning of the consumer protection system in the Slovak Republic and the E.U. Main principles of consumer protection. Dimensions of the functional model of the consumer protection system. Legislative protection (ethical minimum) of the consumer. Supervision and regulation of consumer protection in the Slovak Republic. Consumer protection NGOs. Current EU trends in ethics and consumer protection. The Consumer Agenda, which presents a strategic vision of E.U. consumer policy. Presentation of the responsible business model in a particular company with an accent on a responsible business in relation to consumer protection.

Week 8 Responsible Business in Relation to the Community

Case studies focused on the relationship of the responsible company to the community. Basic characteristics of attributes of community and society. Activities of the company with responsible/sustainable behavior for the benefit of the community. Typology, classification, and categorization of ethical company activities for the benefit of the community: philanthropy, donation, volunteering, corporate investment in the community, sponsorship. Specification of corporate philanthropy and its tools. Ethical minimum (legislative support) of ethical conduct of a company with responsible/sustainable behavior for the benefit of the community. Presentation of the responsible business model in a particular company with an accent on responsible business in relation to the community.

Week 9 Responsible Business in Relation to the Environment

Case studies focused on the attributes and determinants of responsible business relationships to the environment. Conceptual classification: ecology, environmental studies, and the environment from an economic and ethical aspect. Care for the environment. Ethical minimum in the environment in the Slovak Republic and the E.U. Environmental management system. Positives and negatives of the implemented environmental management system. Comparison of ISO 14001 and EMAS elements. Application of the PDCA model in the implementation of an environmental management system. Presentation of the responsible business model in a particular company with an accent on functioning responsible business in relation to the environment.

Week 10-11 Responsible Business and International Relations

Case studies focused on the attributes and determinants of responsible business in an international context. Characteristics of the global system. Synergistic effect of business determinants from

the aspect of the economy and responsible business. Application of the principle of conceptual relativity. Businesses in the conditions of globalization. Closing business alliances. Basic categories of regional interest from the aspect of globalization. Application of the principles of responsible business in companies in the process of globalization. Agenda 2030 for sustainable development. E.U. strategy in the field of responsible business. Presentation of the responsible business model in a particular company with an accent on responsible international relations.

Week 12-13 Responsible Business Reporting

Case studies focused on the essence of the relationship between responsible/sustainable business management and reporting of responsible/sustainable business. General principles of responsible business reporting. Standards of responsible business reporting, sustainable development, and ethical behavior. Attributes of the most widespread responsible business reporting systems: GRI standards and integrated reporting. Legislative support (ethical minimum) of responsible business reporting in the Slovak Republic and the E.U. Presentation of the responsible business model in a particular company with an accent on the responsible business reporting.

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. Mgr. Gabriela Dubcová, PhD., Ing. Ľubica Foltínová, PhD., Ing. Jana Kissová, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21027/21	Title of course: Cost Controlling (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21025/21-Business Economy (in English) or KPH FPM/MMC21026/21-Microeconomics (in English)	
Requirements to complete the course: 30 % midterm exam, 70 % final exam: written or oral or the combination of both Student's workload (in hours): student workload: 130 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for midterm exam 26 h, preparation for final exam 26 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Student will gain comprehensive knowledge about the cost management using controlling tools. He analyzes the causes of costs and knows the possibilities of their allocation to cost objects and cost units. He can objectively assess the rationality and efficiency of production factors consumption during the life cycle of a product and a company. He gains the knowledge of how to communicate information, problems, and solutions at the middle and senior level of management. He can compare the results of several phenomena and periods in different ways. He generalizes knowledge and uses it to predict the future development of production factors consumption and product creation. Competence: <ul style="list-style-type: none"> • Expertise and knowledge, practical skills, and abilities to work independently in a managerial position with a focus on cost controlling. • Ability to perform certain managerial functions effectively in accordance with assigned authority and general expectations. • Flexibility in performing various structured tasks. • Participation in strategy creation and in defining and planning main business goals, participation on information and resource management. • Critical evaluation of the risks, course, and specifics of the value-creating process. • Designing solutions and defending conclusions or presenting recommendations to increase the efficiency of business activities, esp. production. Skill: <ul style="list-style-type: none"> • Student independently compiles various types of calculations and budgets, evaluates the suitability of already applied procedures in the company. 	

- Performs calculations of efficiency, effectiveness and other economic indicators. He analyzes past results and predicts the future. He can interpret these results and propose actions.
- He creates reports for business management, analyzes, comments and compares results. He solves scenarios of future value relations development.
- He provides business management with comprehensive information on costs, revenues, profits and production. He monitors the development of these indicators and reveals possible risks.

Indicative content:

Thematic definition of lectures:

1. Controlling. Cost Controlling. Costs - Meaning and Classification. Methods of Calculating Fixed Costs.
2. Calculation System. Types of Cost Calculations.
3. Calculation Methods: Differential, Joint Production, Surcharge (Mark-Up)
4. Budgets and Budgeting. Types and Forms of Budgets.
5. Budgeting Methods. Annual Budgets.
6. Internal Budgets. Budgetary Control.
7. Marginal Costing.
8. Differential Methods. Standard Costs and Variances.
9. Process Costing and Job-Order Costing.
10. Activity Based Costing
11. Costs and Time Flow. Target Costing. Product-Life-Cycle Costing. Structuring Costs in Different Stages of Life-Cycle.
12. Performance Measurement in Decentralized Organizations
13. Valuation of Company's Output from the Costing Perspective. Internal Pricing. Relations Between Cost Controlling Tools.

Thematic definition of exercises:

1. Introduction, conditions for passing the course. Cost controlling. Business costs. Basic cost indicators and cost calculations.
2. Nature and the classification of costs. Fixed costs. Methods of calculating fixed costs. Break-Even-Point.
3. Calculation system, calculation methods. Calculation by simple division and division by ratios. Cost calculation in joint production.
4. Surcharge calculation.
5. Budgets and budgeting. Types and forms of budgets. Budgeting methods. Annual budgets.
6. Internal Budgets. Budgetary Control.
7. Marginal Costing.
8. Differential Methods. Standard Costs and Variances.
9. Process Costing and Job-Order Costing.
10. Activity Based Costing.
11. Target Costing and Life-Cycle Costing.
12. Performance Measurement in Decentralized Organizations. Midterm exam.
13. Valuation of Company's Output from the Costing Perspective. Internal Pricing. Relations Between Cost Controlling Tools.

Support literature:

1. GARRISON, Ray H. - NOREEN, Eric W. – BREWER, Peter C. Managerial Accounting. 15th Ed. New York: McGraw Hill. 2015. 754 s. ISBN 978-0-07-802563-1.
2. ATKINSON, Anthony A. - KAPLAN, Robert S. - MATSUMURA, Ella Mae - YOUNG, Mark S. Management accounting: information for decision-making and strategy execution. 6th ed. Boston: Pearson, 2012. 550 s. ISBN 978-0273-76998-9.

Syllabus:

Thematic definition of lectures:

1. Controlling. Cost Controlling. Costs - Meaning and Classification. Methods of Calculating Fixed Costs.

Student will learn the theoretical definition of controlling and its development, tasks and functions, dimensions of controlling: strategic and operational controlling. Breakdown of operational controlling: financial, investment (project) and internal. Internal controlling: cost controlling and performance controlling. Internal controlling in the narrower and broader sense. Criteria for determining cost elements from the controlling point of view. Partial parts of cost controlling. Costs - value expression of production factors consumption. Nature and origin of costs. Cost classification. Breakdown of costs according to cost types, responsibilities for their origin, calculation formula, relation to the production (transformation) process, purpose of costs, dependence of costs on changes in production volume. Student will learn to construct a linear cost model. Methods of fixed costs calculation (mathematical and statistical, arithmetic method, method of two periods). Basic indicators for evaluating the cost level (differential and ratio indicators).

2. Calculation System. Types of Cost Calculations.

Topics that form the basis of calculations and calculation system implementation: basic attributes of cost calculations, characteristics of cost calculations, calculation system, creation of calculation system, related documentation, basis of allocation and the process of cost allocation. We will explain the types of cost calculations (in terms of time and functions in the management process, method of compilation, cost structure, production capacity utilization, etc.). Costing deals with the calculation of costs in relation to cost drivers. The most frequently used forms of calculations are calculations focused on finding or determining the costs of a specific output. The object of calculation is a calculation unit that must be precisely defined. The rules and procedures for determining costs in relation to specific output are determined by the method of calculation. Understanding the basic classification of costs using the calculation sheet. Student will learn the difference between general and specific cost categories.

3. Calculation Methods: Differential, Joint Production, Surcharge (Mark-Up)

The purpose of this lecture is to make the student aware of the importance of the proper functioning of the calculation system in company. The calculation system has to be based on specific production, technological and organizational conditions in companies and meet the ideas and needs of the company's top management and employees at lower levels. The created calculation system must also have links to other management subsystems (controlling, accounting, budgeting, operational records, statistics) and thus form a comprehensive system enabling the quality management. Student will learn to recognize different calculation techniques and understand the conditions under which they are being used. Methods: differential calculation, mark-up (additional charge) calculation. Student will also learn how to choose a proper allocation basis.

4. Budgets and Budgeting. Types and Forms of Budgets.

This lecture is focused on defining the concept of budgeting and identifying relevant budgeting processes. We will define the concept of budget and its links to business processes. We will introduce the tasks of budgeting and types of budgets. Student will understand the connections between the budget and the calculation system. He will gain an overview of all the relevant aspects of budgeting. He will also learn to adapt budgeting procedures to specific business conditions.

5. Budgeting Methods. Annual Budgets.

This lecture interprets the importance of the budget creation schedule and presents the content of its stages. It explains a set of organized methods and procedures that aim to determine short-term economic tasks of the company. It will also explain the links in the system of annual budgets, focusing on the master budget and its components: the budgeted balance sheet, budget income

statement, and the cash budget. Student will gain an overview of possible sources of information and materials for creating a budget. He will understand the process and steps of its preparation, including its limitations.

6. Internal Budgets. Budgetary Control.

The lecture points out the importance of internal budgets in managing departments or partial activities of the company. We will discuss the importance of controlling the implementation of budgets and approaches to its application. Student will learn the principles of budgeting. Specific attention is being paid to the methods of budgeting overheads, esp. setting overhead standards, budgeting overheads based on their past development, limiting overheads, and recalculating budgets according to a reasoned estimate of their future development.

7. Marginal Costing.

Comparison of full cost calculation and marginal costing according to the designation of calculation, cost object, content of the calculation, range of cost items used, and the cost structure (calculation sheet). Student will learn to recognize the simple marginal costing calculation and the multi-level (two or more levels) calculation of variable costs. He will also learn to properly choose which method to use. The role of marginal costing in supporting qualified managerial decisions. Economic calculations using the contribution margin, its nature and significance. Advantages, disadvantages, uses and limitations of marginal costing. Student will learn different calculation procedures using the contribution margin (Cost-Volume-Profit analysis, Break-Even-Point, etc.).

8. Differential Methods. Standard Costs and Variances.

This lecture explains the importance of differential methods of cost calculation. It presents the main principles of differential methods application. Student will gain knowledge about the standard method of cost calculation. We will deal with issues related to standard costs and deviations from the standards. Students will learn procedures how to use the standard method from long-term and short-term perspective, and how to estimate the value of work in progress. They will understand the calculation of standard costs and variances.

9. Process Costing and Job-Order Costing.

This lecture explains the essence of costing methods in different types of production, esp. Unit Costing, Process Costing and Job-Order Costing, similarities and differences between Process Costing and Job-Order Costing, cost flows in Process Costing (processing departments, the flow of materials, labor, and overhead costs), operations costing, work in progress costs and final product costs. Students will learn that the specific process of product creation highly affects the costing process. For this reason, special calculation sheets and procedures are being presented and applied. Students will also learn when and how to apply the Job-Order Costing, incl. measuring direct materials and direct labor cost, preparing job cost sheet, computing and using predetermined overhead rate, and computing unit cost.

10. Activity Based Costing

Students will learn reasons for the origin and development of the ABC method, the essence of the ABC method and its basic characteristics. Cost calculation using Activity Based Costing method. Student will also learn the classification of costs, which is applied in the ABC method. Students will learn to distinguish the hierarchy of processes and activities, and interrelations between activities. Students will receive information on how the cost allocation process takes place (simple model). They will learn the importance of a procedural approach to calculations, comparison of the traditional calculation procedure and ABC method. We will explain the methodical procedure of ABC, the form and content of the calculation sheet, the comparison towards a traditional approach. Students will learn the relationship between Activity Based Budgeting (ABB) and Activity Based Costing (ABC).

11. Costs and Time Flow. Target Costing. Product-Life-Cycle Costing. Structuring Costs in Different Stages of Life-Cycle.

Primary aim of this lecture is to explain the philosophy and the calculation of target costs and life cycle costs. Students will learn the essential principles of Target Costing. They will learn the process of setting target costs, benefits and limitations of this method, and possibilities of using it to reduce future costs. Students will also gain knowledge about the Product-Life-Cycle Costing, and factors affecting product's life cycle costs. For this purpose, students will also learn to deal with the time value of money, the cost of capital and the present value of future value stream. Student will also get familiar with predicting the future level of life cycle costs of a new product, using forecasting models. At the same time, students will learn how to optimize the structure of the company's costs according the current and future stage of company's lifecycle.

12. Performance Measurement in Decentralized Organizations

Student will learn the concept, principles, advantages and disadvantages of a decentralized organization and responsibility centers: Cost center, Profit center and Investment center. Student will also learn how to evaluate Investment Center performance using esp. Return on Investment (ROI) and its disaggregation, Residual Income, Economic Value Added (EVA), and will learn the possibilities of application, advantages and disadvantages of these methods. At the same time, student will learn different methods of measuring operational performance, esp. the Delivery Cycle Time, Throughput (Manufacturing Cycle) Time, and Manufacturing Cycle Efficiency (MCE). Student will learn to divide the delivery and manufacturing cycle time into value-added and non-value-added time. Furthermore, student will get familiar with the Balance Scorecard method, the possibilities of its use in the context of measuring the performance of decentralized organizations and its links to corporate strategy.

13. Valuation of Company's Output from the Costing Perspective. Internal Pricing. Relations Between Cost Controlling Tools.

This lecture identifies the basis for valuing business output from costing perspective. It clarifies the importance of internal pricing in the context of the open cycle of economic resources used within departments. It defines and characterizes internal pricing as a tool that allows to close this cycle of resources and to determine the result of its management. Student will gain knowledge about types and forms of internal prices and the principles of their quantification. Student will learn to identify and characterize the links between various tools of cost controlling, esp. budgets, accounting, provisional and final calculations, and the financial plan.

Thematic definition of exercises:

1. Introduction, conditions for passing the course. Cost controlling. Business costs. Basic cost indicators and cost calculations.

The introductory exercise is focused on getting students familiar with the conditions for completing the course, information about the required literature - textbook, the obligation to attend seminars. Students will be presented the conditions and process of attending and passing the midterm exam. Exercise: a) knowledge of theoretical concepts (content and meaning) related to the topic of the current exercise, b) economic calculations and their interpretation (using the exercise book as a workbook with pre-printed assignments and tables to calculate the results), c) discussing results, d) the most common errors and biases, e) practical application of calculations, the compilation of budgets and calculations, f) case study and other activities in accordance to the content of the exercise. Students usually work together in teams. Students present their knowledge of the theoretical basis of controlling, company costs, basic cost indicators and their interpretation. Practical application of computing and interpreting indicators.

2. Nature and the classification of costs. Fixed costs. Methods of calculating fixed costs. Break-Even-Point.

Students present their knowledge of business cost theory. They are able to determine the difference between different kinds of company's costs and use the appropriate classification of costs to prepare the cost calculation and budget. They know how to define fixed costs, and are able to apply different methods of fixed costs calculation. They are also able to critically assess

the pros and cons of each method. They know the concept of Break-Even-Point and, based on its calculation, are able to make qualified decisions on price, variable costs, profit and production volume. They understand the consequences of the costs depression and the payment of fixed costs.

3. Calculation system, calculation methods. Calculation by simple division and division by ratios. Cost calculation in joint production.

To complete this exercise, students must know the calculation system, calculation methods and conditions for its use and choosing calculation method depending on the nature of the product and the conditions under which this product is being created. The above is important for the correct choice of calculation method. Students, in the practical part of the exercise, start with the simplest method of division and continue with the method of division by ratios. During the exercise, they get acquainted with variants of the method of adding costs by dividing by ratios. Students will explain the essence of the calculation method in joint production, they can explain the concept of joint production and also know the variants of this method. This is followed by calculations using the method of cost calculation in joint production. Comparison of calculation results when choosing different factors (price, volume, internal price) for costing.

4. Surcharge calculation.

Theoretical knowledge of surcharge calculation, conditions for applying this method. Students are able to explain the principles for choosing an allocation base and are able to justify their decision. They know the difference between the summary method of calculating indirect costs and differentiated surcharge calculation. They correctly quantify the volume of the allocation base, the calculation surcharge and the calculation rate. They can identify, from the assignment, the origin of costs and the cost driver. They will compile the planned calculation and the resulting calculation in the correct way. The results will be compared and explain the probable causes of deviations. Students are able to check the correctness of their calculations.

5. Budgets and budgeting. Types and forms of budgets. Budgeting methods. Annual budgets. Students can explain the definition of budget and budgeting on a specific example. They will be able to justify the choice of the type and form of the budget with regard to specific company's needs. They are able to identify the necessary documents that will become the basis for budgeting. They are able to apply different budgeting methods. They know the annual budget, they are able to describe its components and to compile the budget result, including its components.

6. Internal Budgets. Budgetary Control.

Students know the problematic areas of creating internal budgets and can design procedures for their creation. They know how to use a variator both for the breakdown of costs into variable and fixed components and also for the compilation of the internal budget. They can design the structure of a flexible budget according to the needs of the company and the available data. They are able to compile a flexible budget and assess the impact of production capacity on the company's profitability. They can use a flexible budget to control the budget and actual data captured in accounting and present conclusions to increase efficiency and effectiveness of company's operations.

7. Marginal Costing.

Characteristics of marginal costing. Students know the essential principles of this calculation method, they are able to identify variable and fixed costs in connection with internal departments (centers), products, product categories, customers, or sales channels. They also know how to identify the production capacity of a company (centers). Based on calculations, they know how to determine the contribution margin of different products, product categories and customers. They are able to determine critical production volumes, profitability, production capacity utilization and production program optimization. They are also able to use the classification of direct costs and overhead costs to calculate the above.

8. Differential Methods. Standard Costs and Variances.

Students are able to identify advantages and limitations of differential calculation methods. They are able to characterize the concepts of basic calculations, operative calculations, final calculations, they do know the principle of these calculations, as well as the links between them. They are able to apply the standard costs and standard costing method to estimate the value of costs at the level of basic, operational and final calculation. For a selected cost item, they can use the standard costing method to calculate the cost per unit of output, the actual cost of production and the value of work in progress. They are able to use the knowledge of standard costing to identify differences between this method and other methods of costing.

9. Process Costing and Job-Order Costing.

The theoretical knowledge about Process Costing and Job-Order-Costing gained during lectures is being practically applied using some exercises and case studies. Students prepare their own cost calculations, interpret, and present their results, discuss the factors affecting those results. Students are able to explain differences between these two methods and know exactly which method to apply. Using these methods, students are able to determine the cost of final production, but also to estimate the cost of the work in progress. They are able to carefully choose and use the allocation basis to allocate overhead costs to the cost unit.

10. Activity Based Costing.

During exercises, students use and present their knowledge of ABC method. They know the specific terminology and conditions for its use. They are able to explain the differences in the calculation procedure when applying the ABC method, compared to other methods. They are able to identify and fully understand the nature of costs entering the production process. They are able to identify activities and sub-activities related to different costs, scope of activities, etc. Based on this knowledge and skills, they are able to apply calculation procedures. ABC case study is being presented and solved.

11. Target Costing and Life-Cycle Costing.

Students know the difference between traditional calculation procedures and modern approaches to cost management (Target Costing and Life-Cycle Costing). They prepare calculations to determine the target costs level and explain the factors affecting these costs. Students are able to explain the course of costs during the product life cycle. They identify various stages of product's life cycle and factors affecting costs at this stage. Students are able to take into account the time value of money, estimate the cost of capital and the present value of future value streams. Students are presented with a case study focused on forecasting the future level of costs, their present value, effects of changes in product price and costs level, and the impact of fixed costs and R&D costs.

12. Performance Measurement in Decentralized Organizations. Midterm exam.

Students attend the midterm exam test. They are reminded of the conditions for passing this course, the dates for the final exam are being set. The second part of this seminar is devoted to solving tasks focused on the use of methods of measuring performance, esp. ROI and its disaggregation, Residual Income, Economic Value Added (EVA), Delivery Cycle Time, Manufacturing Cycle Time and Manufacturing Cycle Efficiency (MCE).

13. Valuation of Company's Output from the Costing Perspective. Internal Pricing. Relations Between Cost Controlling Tools.

Students are able to calculate the value of company's output using cost-based approach. Students are presenting their knowledge of various forms of internal prices. They are able to calculate internal prices using available data. They are able to describe the links between various cost controlling tools that have occurred in previous exercises. They are able to examine the links between the preliminary and final calculation and to quantify the absolute and relative deviations, followed by an analysis of their impact.

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. Monika Raková, PhD., Ing. Peter Štetka, PhD., doc. Ing. Miroslav Tóth, PhD.					
Date of the latest change: 08.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMPV FMV/ VVB22007/22	Title of course: Cultures in International Relations (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 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)	
Student workload: 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	
Teaching results: 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. Knowledge: 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. Competences: 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. Skills: 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. Completing this course each student would: -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: 0

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

Lecturer: PhDr. Simona Chuguryan, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22018/22	Title of course: Current Issues of the EU (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 0 / 2 Per course: 0 / 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 60% continuous written and verbal work during the semester, which includes written testing of knowledge and elaboration of the project within the group together with its presentation, and verbal presentation of knowledge in confrontation with the current situation concerning the EU; 40% of the final written and oral exam.	
Student workload: 5 x 26 = 130 hours participation in lectures: 26 hours participation in seminars: 26 hours preparation for credit tests: 24 hours project elaboration: 14 hours preparation for the exam: 40 hours	
Teaching results: The graduate of the course will have an overview of the theories of European integration and its main representatives, will be able to name the basic features of individual theories. Within the scope of financing the EU budget, it will have an overview of the current long-term budget and what role the Recovery Plan for Europe plays in terms of financing Member States in times of crisis. In connection with this, he will be able to assess whether the methods of financing are in line with competition policy and which forms of competition are or are not prohibited, and what role the Antimonopoly Office of the Slovak Republic plays. Energy, environmental policy and innovation policy form a complex of interrelated policies, and the graduate will be able to critically evaluate the EU instruments used to synergistically meet the objectives of these policies. Migration, asylum, foreign and security policy are policies in the exclusive competence of the Member States and the graduate will be able to assess in which areas a common EU approach is possible. The graduate will be able to name EU instruments of EU support policies that increase the competitiveness of the EU and its Member States.	
Indicative content:	

Theories of European integration. Current theories of European integration. Multiannual Financial Framework 2021-2027. Competition policy. Energy policy. Environmental policy of the EU. EU innovation policy. Consumer protection in EU policies. EU migration and asylum policy. Common EU foreign and security policy. EU social policy. EU education policy. Supporting powers of the EU - cultural policy.

Support literature:

NELLO, S.N. (2011) : The European Union: Economics, Policies and History. McGraw-Hill Education, New York, 2011. EAN: 9780077129668.

CINI, M (2013) . European Union Politics. Oxford university Press, 2013. EAN: 9780199694754. 485 p.

MCCORMICK,J. (2011) :European Union Politics. Palgrave , 2011. EAN: 9780230577077

PARKER, O.- BACHE.I. (2016) :Politics in the European Union.Oxford University Press; 4th Revised edition edition,2016. ISBN: 9780198797791

BULMER, S. (2012)The Member States of the European. Union Oxford University Press , 2012. EAN: 9780199544837

WYPLOSZ,CH. - BALDWIN,R.(2015) : The Economics of European Integration. McGraw-Hill Inc., Us; 5th UK ed. Edition,2015. ISBN: 9780077169657.

Syllabus:

1. Theories of European integration - a brief overview of theories and main representatives
2. Current theories of European integration
3. Multiannual Financial Framework 2021-2027, A Recovery Plan for Europe
4. Competition policy - objectives, institutional framework, prohibited and permitted methods
5. Energy energy policy - history, goals, energy independence
6. Environmental policy of the EU - history, goals, tools,
7. EU innovation policy - measuring innovation performance, tools
8. Consumer protection in EU policies
9. EU migration and asylum policy - migration crisis and present
10. Common EU foreign and security policy
11. EU social policy
12. EU education policy - tools, goals, EU programs
13. Supporting powers of the EU - cultural policy - tools, goals, EU programs

Language whose command is required to complete the course:

English language

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. Ľubica Hrakal'ová, PhD., Mgr. Juraj Ondriaš, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KIM FPM/ MMA21028/21		Title of course: Database processing (in English)			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 0 / 2 Per course: 0 / 26 Method of study: present					
Number of credits: 3					
Recommended semester/trimester of study:					
Degree of study:					
Prerequisites:					
Requirements to complete the course:					
Student workload:					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
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. Michal Zelina, PhD.					
Date of the latest change: 02.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22035/22	Title of course: Diplomacy in Practice
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course:	
Student workload:	
Teaching results: Students acquire theoretical, but mainly practical knowledge of international economic and political relations and diplomatic practice in various states of the world, focusing on current economic and political developments.	
Indicative content: The Diplomacy in Practice course provides the structural information about the objectives, instruments and rules of diplomacy in practice in accordance with the foreign economic policies of selected countries and international organizations.	
Support literature: 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. KISSINGER, H.: Diplomacy. New York: Simon & Schuster, 1994. ISBN 978-0671510992. MELISSEN, J. (Ed.): The New Public Diplomacy (Soft Power in International Relations). London: Palgrave Macmillan, 2005. ISBN 978-1-4039-4516-7.	
Syllabus: Interactive presentations of respective heads of diplomatic missions or representatives of international organizations on topics related to current issues in international relations and their homelands inclusive moderated discussions. Main topic: Asia – Pacific Economic Cooperation	
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. Mgr. Boris Mattoš, PhD.					
Date of the latest change: 11.03.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22036/22	Title of course: Diplomacy in Practice
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course:	
Student workload:	
Teaching results: Students acquire theoretical, but mainly practical knowledge of international economic and political relations and diplomatic practice in various states of the world, focusing on current economic and political developments.	
Indicative content: The Diplomacy in Practice course provides the structural information about the objectives, instruments and rules of diplomacy in practice in accordance with the foreign economic policies of selected countries and international organizations.	
Support literature: 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. KISSINGER, H.: Diplomacy. New York: Simon & Schuster, 1994. ISBN 978-0671510992. MELISSEN, J. (Ed.): The New Public Diplomacy (Soft Power in International Relations). London: Palgrave Macmillan, 2005. ISBN 978-1-4039-4516-7.	
Syllabus: Interactive presentations of respective heads of diplomatic missions or representatives of international organizations on topics related to current issues in international relations and their homelands inclusive moderated discussions. Main topic: Current economic and political development in Europe	
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. Mgr. Boris Mattoš, PhD.					
Date of the latest change: 11.03.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMr OF/OOA21395/22	Title of course: Distribution in Marketing (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20% continuous semester assessment 20% semester work 60% written exam	
Student workload: 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	
Teaching results: 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:

VIESTOVÁ, K. – ŠTOFILOVÁ, J. 2006. Distribučné systémy a logistika. Bratislava: Vydavateľstvo Ekonóm, 2006, 299 s. ISBN 80-225-2163-9
 PERNICA, P. Logistika. Praha: Radix, 2005, 1700 s. ISBN 80-86031-59-4
 SIXTA, J., MAČÁT, V. 2005. Logistika, teorie a praxe. Brno: Computer Press, a.s., ISBN 80-251-0573-3
 VIESTOVÁ, K. a kol. 2005. Lexikón logistiky. Bratislava: Iura Edition. ISBN978-80-8087-160-6
 KOTLER, Ph.: Marketing a management, najnovšie vydanie
 STRAKA, M.: Logistika distribúcie : ako efektívne dostať výrobok na trh. 1. vyd. Bratislava : EPOS, 2013, 400 s. ISBN 978-80-562-0015-5
 KITA, J. a kol.: . Nákup a predaj : obchodné funkcie priemyselných podnikov. 1. vyd. Bratislava : Wolters Kluwer, 2017. 232s. Ekonómia. ISBN 978-80-8168-552-1
 Časopisy: Obchod, Logistika, Systémy logistiky, Doprava a logistika

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:

Slovak, 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. Peter Drábik, PhD., MSc., Ing. Róbert Rehák, PhD.
Date of the latest change: 22.02.2022
Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIM FPM/ MMA21021/21	Title of course: E-Business (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KIM FPM/MMA21017/21-Business Informatics (in English) or KMr OF/MOA21149/21-Marketing (in English)	
Requirements to complete the course: 30 % continuous written work, 70 % written examination Student's workload (in hours): Student's workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. Competence: <ul style="list-style-type: none"> • Orientation in eCommerce issues and understanding of all the relationships and contexts that a business may encounter in this area. • Overview of the possibilities of making an enterprise eCommerce solution visible in the electronic world. • Understanding the potential vulnerabilities of an eCommerce solution from both the enterprise and user perspective and how to address these risks. • Overview of the state and possibilities of eGovernment in Slovakia and their comparison with countries within the EU and its status within the world. Skill: <ul style="list-style-type: none"> • Create a corporate identity as a basis for the creation of an organization's website. • Creation of a corporate web presentation and implementation of corporate identity elements into a corporate website. • Implementation of a comprehensive eCommerce (electronic commerce) solution. • Ability to make the eCommerce solution visible on the Internet and within different strategies. 	

Indicative content:

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
3. eCommerce part 2
4. eCommerce part 3
5. eCommerce part 4
6. eCommerce part 5
7. eCommerce Part 6
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.
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
5. Project of an e-commerce website - Part 2
6. Ecommerce website project - Part 3
7. Ecommerce website project - part 4
8. Ecommerce website project - part 5
9. E-commerce website project - Part 6
10. Ecommerce website project - part 7
11. Ecommerce website project - part 8
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: 0

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

Lecturer: doc. Ing. Vladimír Bolek, PhD., Ing. Matej Černý, PhD., doc. Ing. Anna Hamranová, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KOVE FHI/ IIB21115/22		Title of course: Econometrics I (in English)			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 6					
Recommended semester/trimester of study:					
Degree of study: I., N					
Prerequisites:					
Requirements to complete the course:					
Student workload:					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
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: 17.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KOVE FHI/ IIB21125/22		Title of course: Economic Analysis I (in English)			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 6					
Recommended semester/trimester of study:					
Degree of study: I., N					
Prerequisites:					
Requirements to complete the course:					
Student workload:					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
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: 17.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIM FPM/ MMA21020/21	Title of course: Economic Applications in MS Office (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KIM FPM/MMA21012/21-Business Informatics	
Requirements to complete the course: 40 % continuous written work, 60 % written examination Student's workload (in hours): student's workload: 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for continuous written work 20 h, preparation for exam 58 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Comprehensive knowledge of a wide portfolio of mathematical, statistical, financial, logical functions and tools, MS Excel and MS Access application program supplements in data analysis, in finding solutions to investment and financial issues of the enterprise, optimization tasks and to be able to compile output reports of scenarios of the development of individual indicators. Competence: <ul style="list-style-type: none"> • suggest the use of MS Office applications for the enterprise, • assess data relevantly for data analysis, • design and select appropriate MS Excel functions and add-ins to calculate required economic, financial, statistical indicators and optimization tasks, • evaluate and interpret calculated results and output reports, • apply the SQL language in creating queries and subqueries when working with a database in MS Access. Skill: <ul style="list-style-type: none"> • prepare business data for data analysis in MS Excel, • create analytical outputs using MS Excel functions and tools, • perform data analysis using a wide range of functions and plug-ins in MS Excel, • create output reports, evaluate and interpret calculated economic, financial and statistical results and indicators, • create macros to automate and streamline work in MS Word, MS Excel, MS Access, • create queries and subqueries in MS Access database using SQL language. 	
Indicative content: Thematic definition of lectures:	

1. Use of MS Excel in business analysis.
2. Financial functions.
3. Investment projects.
4. Depreciation.
5. Descriptive statistics.
6. Comparing groups.
7. Measuring relationships between variables using statistical functions.
8. Statistical functions and their application and interpretation in final theses.
9. MS Excel add-ins and extensions.
10. MS Office 365.
11. Macros.
12. Big Data.
13. Database processing.

Thematic definition of exercises:

1. Analytical outputs and output reports.
2. Financial functions.
3. Investment projects.
4. Depreciation.
5. Descriptive statistical functions in MS Excel.
6. Comparison of groups in MS Excel (statistical functions).
7. Analysis of interdependence of variables using statistical functions in MS Excel.
8. Analysis of hypotheses, Goal Seek.
9. Data table.
10. Scenario Manager.
11. Solver.
12. SQL queries in MS Access.
13. SQL subqueries in MS Access.

Support literature:

1. CUKIER, Kenneth, MAYER-SCHÖNBERGER, Viktor. Big Data. Publishing House: John Murray, 2017, 320 s., ISBN 9781473647206
2. FIELD, Andy. Discovering statistics using IBM SPSS statistics. Sage, 2013. ISBN 978-1-4462-4917-8
3. WITTEN, Ian H. – FRANK, Eibe - HALL, Mark A. – PAL, Christopher J. Data Mining. Practical Machine Learning Tools and Techniques. Morgan Kaufmann, 2017, 654 s. ISBN 978-0-12-804291-5

Syllabus:

Thematic definition of lectures:

1. Use of MS Excel in business analysis. Source files for data analysis in MS Excel from different areas of business management. Role, importance of constructing output reports using filters, contingency tables, subtotals. Use of matrix formulas - algorithm of writing and calculation.
2. Financial functions. Types of financial functions, construction of formulas and arguments of functions in the calculation of trade margin, mark-up, rebate and critical point of production. Application of selected financial functions in MS Excel in the calculation of financial resources of the enterprise. Notation, arguments and limitations of functions aimed at calculating the financial resources of an enterprise, principal repayment, interest, loan, interest rate, present value of investment, future value of deposit, number of periods, accumulated interest and principal amount. Functions calculating interest rates and annuities.
3. Investment projects. Application of selected financial functions in MS Excel in the calculation of investments, cash flow analysis, methods of evaluation of investment projects. Construction of

formulas, notation of arguments of financial functions focused on investment projects and their limitations.

4. Depreciation. Arguments, notation and limitations of financial functions aimed at calculating accounting depreciation and tax depreciation.

5. Descriptive statistics. Statistical functions in MS Excel, construction of formulas and arguments of functions. Descriptive statistics using an analytical tool in MS Excel. Position indicators and their interrelationships. Standardization of values and its meaning. Frequency analysis, histogram. Interpretation of results of statistical functions. Normality of data distribution, Gaussian curve. Hypotheses and their verification, statistical significance, population and selection, accuracy of measurement and errors in measurement, validity, objectivity, reliability.

6. Comparing groups. Statistical functions focused on group comparisons. Comparison of groups using parametric tests to the mean value. Explanation of normality as conditions for the use of parametric tests and data normality tests. Comparison of two independent groups. Comparing three or more groups. Calculation of the size of the difference between groups (effect size) and their meaning and practical interpretation.

7. Measuring relationships between variables using statistical functions. Statistical functions and analytical tool used to measure relationships between variables. Graphical representation of the dependency. Numerical measurement of the relationship between variables using correlation and simple regression. Interpretation of the values of the calculated correlation coefficient, calculation of the coefficient of determination, interpretation and recording of results. Explanation of assumptions of regression analysis, dependent and independent variable. Regression model for simple regression analysis.

8. Statistical functions and their application and interpretation in final theses. Basic concepts related to research, research, scientific research, procedure and determination of research questions, procedure and determination of assumptions. Description of variables and their types, compilation of the questionnaire, description of frequent errors and practical advice on data collection in the form of a questionnaire.

9. MS Excel add-ins and extensions. Activation of MS Excel add-ins and extensions. Creation and arguments of MS Excel add-ins and extensions - scenarios, solution search, data table, solver. Demonstration of the use of MS Excel add-ins in managerial decision making.

10. MS Office 365. MS Office 365 cloud-based office suite. Comparison of MS Office (desktop) vs. MS Office 365. Open-source alternatives. MS Office 365 platforms across installations, groups and categories with links to enterprise use.

11. Macros. Principle of work, algorithm of macro writing and possibilities of writing in MS Word text editor, MS Excel spreadsheet and MS Access database application program. Demonstration of demonstration of work without and with the use of macros. Possibilities of editing the created macro and its execution. Information security, macro security, macro viruses and infiltration protection tools.

12. Big Data. Importance of data in the knowledge society, knowledge pyramid, types of data in terms of their structure. Features of Big Data, technology platforms for Big Data processing. Benefits of Big Data technology for the enterprise. Current state of Big Data in Slovakia.

13. Database processing. Transactional and multidimensional databases. Basic data models. SQL language, its meaning, basic syntactic constructions, examples of practical use on specific databases. Data Mining - objectives, architecture of a typical IS for DM, data types suitable for DM. Knowledge acquired by mining. DM process. Mining relationship types, examples of mining tasks. DM as part of machine learning.

Thematic definition of exercises:

1. Analytical outputs and output reports. Creation of analytical outputs using MS Excel functions and tools - mathematical, search, logical functions, filters, subtotals, matrix formulas. Creation of single-result array formula and multi-result array formula. Working with extensive data tables.
2. Financial functions. Application of financial functions in MS Excel in solving examples with economic issues. Application of financial functions in calculating examples focusing on - interest rates and annuities, amortization schedule, cash flow analysis, calculation of rate of return. Functions calculating interest rates and annuities. Algorithm of financial functions, possibilities of their application, characteristics, principles and limitations of individual arguments of financial functions. Economic evaluation and formulation of conclusions from the results of financial functions.
3. Investment projects. Application of selected financial functions in MS Excel in the calculation of examples with economic topics focused on investments, cash flow analysis, methods of evaluation of investment projects. Pointing out the construction of formulas, writing the arguments of these financial functions and their limitations.
4. Depreciation. Financial functions aimed at calculating depreciation. The use of financial functions in solving examples aimed at calculating accounting depreciation and tax depreciation. Solving examples focused on the problem of calculating accounting depreciation and tax depreciation in MS Excel.
5. Descriptive statistical functions in MS Excel. Descriptive statistical functions in MS Excel and their importance in data analysis, calculations, output reports. Central tendency indicators, variability and interrelationships between them. Use of the analysis tool in MS Excel to calculate statistical functions. Interpretation of the results of statistical functions.
6. Comparison of groups in MS Excel (statistical functions). Use of an analytical tool in MS Excel to compare two or more independent groups. Calculations of the size of the difference between groups and their significance, practical interpretation and recording of results.
7. Analysis of interdependence of variables using statistical functions in MS Excel. Creating graphs to graphically display the dependency. Using functions and an analytical tool to numerically measure the relationship between variables. Correlation calculation. Interpretation of the height of the values of the correlation coefficient and practical recording of the results of statistical functions.
8. Analysis of hypotheses, Goal Seek. Overview of MS Excel tools for hypothesis analysis. Goal Seek - principle of use, notation and arguments. Obtaining the desired result by fitting one input value, backward solution. Application of the Goal Seek tool to analyse labour productivity by changing costs, revenues and number of workers, to analyse the level of the creditworthiness index when changing individual input indicators.
9. Data table. Analyzing data by using the Data Table tool, writing arguments when one or two variables change. Solving problems using the Data Table to make decisions about solving specific economic problems.
10. Scenario Manager. Defining different values of input data, obtaining relevant results and then performing hypothesis analysis by switching scenarios or creating a summary or contingency table of scenarios. Solving specific economic problems using the Scenario Manager tool.
11. Solver. Applying the Solver tool to solve optimization problems, setting the target cell, defining the group of changed cells, defining the assumptions and constraints of the changed cells. Solving specific optimization problems using the Solver tool.
12. SQL queries in MS Access. Queries in MS Access and their meaning. Characteristics of the SQL language, basic groups of SQL statements, syntax of selected SQL statements, creation of selection criteria, syntax of aggregation functions, joining tables, ordering data, grouping data. Query creation in SQL, comparison of possible ways of query creation in MS Access. Solving queries on the example of a specific database.

13. SQL subqueries in MS Access. Subqueries as one type of queries specific to the use of the SQL language in MS ACCESS. Group of subqueries with SQL statement in Criteria cell, group with SQL statement in Field cell. Subqueries for searching the values of the main query, multiple nested subqueries. Other specific queries: union query, commit query, data defining query, SQL query in Visual Basic for Applications (VBA) programming code.

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. Vladimír Bolek, PhD., doc. Ing. Mgr. Róbert Hanák, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KHP NHF/NND21111/21	Title of course: Economic Policy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KET NHF/NNE21101/21-Principles of Economics 1 or KET NHF/NNE21102/21-Základy ekonómie 2 (v anglickom jazyku)	
Requirements to complete the course: Full-time: 20% - exercises and activities during seminars 20% - tests during seminars 60% - final exam	
Student workload: 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)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Students will be able to identify situations where state intervention in the economy is justified. • Students will get acquainted with the economic policy instruments and the mechanism of operation of these instruments. • Students will be able to orientate themselves in the goals and principles of economic policy and will understand the social framework of economic policy. • Students will understand the importance of the quality of the institutional framework of the economy. Skills: <ul style="list-style-type: none"> • In seminars, students will acquire basic skills to work with relevant data and analytically evaluate the results. • Students will understand the basic approaches to ways of analyzing economic problems and proposing measures/policies. Competences: <ul style="list-style-type: none"> • Students will be able to recognize situations where state intervention in the economy is justified. • Students will understand the options available to the state to deliberately guide economic development. • Students will gain the ability to critically evaluate the possibilities of deploying economic policy measures and the risks associated with it. 	
Indicative content: 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: 29											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
10.34	0.0	0.0	24.14	27.59	10.34	20.69	6.9	0.0	0.0	0.0	0.0
Lecturer: Ing. Elena Fífeková, PhD., Ing. Erika Majzlíková, PhD., doc. Ing. Karol Morvay, PhD., Ing. Daniela Pobudová, PhD., Ing. Jarmila Vidová, PhD.											
Date of the latest change: 21.02.2022											
Approved by:											

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22021/22	Title of course: Economy of Developing Countries (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 4 Per course: 26 / 52 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20 % mid-term exam 20 % term paper 60 % written examination	
Student workload: 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	
Teaching results: Upon successful completion of the course, students will be able to: <ul style="list-style-type: none"> - identify and analyze the main problem areas of development in developing countries - understand the deeper problems of underdevelopment and further development of developing countries - identify, quantify, and analyze development indicators - understand the deeper context of the relationship between developed and developing countries 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	
Indicative content: 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: 0

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

Lecturer: doc. Ing. Martin Grešš, PhD., Ing. Mykhaylo Kunyehka, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22020/22	Title of course: Economy of the EU States (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 40 % semestral work, 60 % exam	
Student workload: total student workload: 130 hours of this: participation in lectures 26 hrs, participation in seminars 26 hrs, preparation for seminars 13 hrs, preparation for semestral test 25 hrs, preparation for final exam 40 hrs	
Teaching results: The course aims to acquire knowledge about the economies of the European Union, understanding their current economic situation and position within the European Union. The course develops the student's analytical skills and deepens knowledge in the field of economics, the world economy and international economic relations. Through the research of individual regions of the European Union, it allows not only to gain knowledge about the current economic situation and economic policy of the member states of the European Union but also to comprehensively assess the direction of the European Union. Knowledge: to analyze the development of European Union countries, gaining knowledge about the economic structure of the EU member states and the position of their economies within the EU, the ability to identify key EU challenges and attitudes of the member states towards them, the ability to critically define key challenges of the European Union and assess current EU challenges. Competences: to analyze the economic environment and international economic relations, the ability to critically re-evaluate and analyze current European Union challenges, bring current proposals and solutions with knowledge of economic context and the ability to conduct a dialogue on the European Union with economic actors and politicians. Skills: the ability to respond to the current economic situation, ability to manage communication with economic actors and political representatives, ability to prepare background materials for international economic policy strategies on the issue. After completing the course, the student should: - Identify the main problems and challenges of the European Union also at the level of individual Member States	

- To be able to analyze and compare the individual economies of the Member States of the European Union also in relation to the European Union and the economic policy of the European Union
- Think critically and reflect on the current challenges of the European Union

Indicative content:

The position of the EU in the world economy. Economy of Germany - economic policy. German economy - macroeconomic development. Economy of France - economic policy. Economy of France - macroeconomic development. Characteristics of the economies of the BENELUX countries. Characteristics of the economies of Spain, Portugal. Economy of Italy and Greece. Scandinavian region - economic policy. Scandinavian region - development of economies of Denmark, Finland, and Sweden. Characteristics of the economies of the Baltic countries. Small open economies of the EU. Summary.

Support literature:

Zeff, E. E.: European Union and the Member States. Lynne Rienner Publishers Inc, 2015, 3.vydanie. 500 s. ISBN 9781626372566

Neal, Larry.: The economics of Europe and the European Union. Cambridge, Cambridge University Press, 2007. 440 s. ISBN 9780521864510

Bulmer, S. – Lequesne, Ch.: The Member States of the European Union. Oxford University Press, 2020, 3. vydanie. 504 s. ISBN 9780198737391

Arató, K. - Koller, B. – Pelle, A.: The Political Economy of the Eurozone in Central and Eastern Europe : Why In, Why Out? Taylor & Francis Ltd, 2021. 288 s. ISBN 9781032034676

Wallace, H. – Pollack, M. A. - Roederer-Rynning, CH. – Young, A. R.: Policy-Making in the European Union. Oxford University Press, 2021, 8. vydanie. 624 s. ISBN: 9780198807605

Current documents and materials of an analytical and conceptual nature - central banks, statistical offices, economic government departments of individual member states of the European Union, EUROSTAT, European Commission, international institutions and organizations (OECD, IMF, WB, etc.).

Syllabus:

1. The position of the EU in the world economy
2. Economy of Germany - economic policy
3. German economy - macroeconomic development - economic structure - foreign trade - foreign direct investment - economic policy - position of the economy within the EU
4. Economy of France - economic policy
5. Economy of France - macroeconomic development - the structure of the economy - foreign trade - foreign direct investment - economic policy - position of the economy within EU
6. Characteristics of the economies of the BENELUX countries (Belgium, the Netherlands and Luxembourg) - macroeconomic development - the structure of the economy - foreign trade - foreign direct investment - economic policy - the position of the region within the EU
7. Characteristics of the economies of Spain, Portugal - macroeconomic development - the structure of the economy - foreign trade - foreign direct investment - economic policy - the position of economies within the EU
8. Economy of Italy and Greece - macroeconomic development - the structure of the economy - foreign trade - foreign direct investment - economic policy - position of the economy within the EU
9. Scandinavian region - economic policy
10. Scandinavian region - development of economies of Denmark, Finland, and Sweden – macroeconomic development - economic structure - foreign trade - foreign direct investment - position of the region within the EU

11. Characteristics of the economies of the Baltic countries - Estonia, Lithuania, and Latvia - macroeconomic development - economic structure - foreign trade – direct foreign investment - economic policy - the position of the region within the EU
12. Small open economies of the EU - macroeconomic development - the structure of the economy - foreign trade - foreign direct investment - economic policy - position of the region within the EU
13. Summary, semestral test

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. Natália Zagoršková, PhD., Ing. Barbora Janubová, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KHP NHF/NND21251/21	Title of course: Efficiency and Productivity Analysis
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KMA FHI/IIC21020/21-Mathematics II or KHP NHF/NND21002/21-Quantitative Methods in Economics	
Requirements to complete the course: 20 % coursework, 20 % assignments, 60 % final exam	
Student workload: 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)	
Teaching results: 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	
Indicative content: 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.	
Support literature: 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.	
Syllabus:	

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. Eduard Nežinský, PhD., Ing. Richard Kališ, PhD., Ing. Andrea Valachová, PhD.**Date of the latest change:** 17.02.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21024/21	Title of course: Enterprise and Entrepreneurship (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 30% continuous written work, 70% written or oral or combined exam Student's workload (in hours): student workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. Competence: <ul style="list-style-type: none"> • Effectively use essential information about the enterprise as a business entity, its basic features, objectives and its environment. • Ability to design effective solutions to prevent and eliminate business risk based on knowledge of business risk. • Critical attitude to the evaluation of the factors of enterprise location. • 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. • Ability to analyse and make effective use of knowledge of the various stages of the life cycle of an enterprise. Skill: <ul style="list-style-type: none"> • interpret the specifics of business entities according to the subject of business, • 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, • the student independently draws up a simple start-up budget for a small enterprise 	

- 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: 19

A	B	C	D	E	FX
21.05	36.84	15.79	10.53	5.26	10.53

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: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21039/21	Title of course: Entrepreneurship (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21032/21-Strategic management (in English)	
Requirements to complete the course: 10 % exercise activity, 30 % seminar work, 60 % written exam Student's workload (in hours): student workload: 78 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars and elaboration of seminar work 26 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • the course provides summary knowledge about the entrepreneurial process from the nascence of the idea to the sale of the finished product, • the key knowledge is the transformation of the business idea into a minimally viable product and business model that will enable sustainable and growing business making, • the entrepreneurship is presented as a profession of its kind, which is a combination of entrepreneurial talent, personality traits, professional training and proven practices. Competence: <ul style="list-style-type: none"> • to acquire the meaning, mission and conditions of a viable and socially useful and responsible business making, • to find an unsatisfied need, to create and develop a business idea, to transform an unsatisfied demand into an attractive offer formed by a minimally viable product, • to build a business model for the implementation of a business, • persuade investors to provide financial resources for the implementation of the idea and the growth of the company, • enter the market, gain access to distribution and establish a company in the market. Skill: <ul style="list-style-type: none"> • entrepreneurial thinking that can identify unmet needs and gaps in the market or create completely new needs, • entrepreneurial thinking that perceives business opportunities in an international to global dimension, • combine and synthesize the results of personal and team intuition and analysis into a business idea, 	

- coordinate team work, solve opinion, interest and professional confrontations on the topic of idea development, survival and company growth,
- convincing and argumentative presentation of the business idea in front of the investor,
- - setting up own company or applying the entrepreneurial style of managerial work in an established company.

Indicative content:

1. Entrepreneurship and entrepreneur.
2. Business opportunity and business idea
3. Evaluation of the business idea I: Analysis of the offered value and its compliance with the unmet need.
4. Evaluation of business idea II: Feasibility analysis
5. Minimally viable product and market testing
6. Compilation and visualization of business model.
7. Real application of business model.
8. Types of financial resources.
9. Procurement of financial resources.
10. Developing partnerships to support new business.
11. Market entry.
12. Realization of distribution.
13. Legal aspects of business making.

Exercises Tasks:

1. Assignment of seminar work - business project.
2. Formulation of a business idea.
3. Identification of unmet need and analysis of the content of the customer value proposition.
4. Analysis of the feasibility of the customer value proposition.
5. Compilation of a minimum viable product and its market verification.
6. Compilation of a business model based on the analyzed customer value proposition.
7. Confrontation of business model with standardized business models.
8. Choosing the suitable type of financing for a business idea.
9. Negotiations with providers of financial resources.
10. The relationship between the business model and the partner network.
11. Promotion, market entry and product sales.
12. Choice and development of distribution network.
13. Presentation of a business project.

Support literature:

Basic literature:

1. BARON, Robert. A. – HMIELSKI, Keith. M.: Essentials of entrepreneurship. Changing the world, one idea at a time. Cheltenham : EE Edward Elgar, MA, 2018. 384 s. ISBN 978-1-78811-590-2.
2. FELD, Bred – MENDELSON, Jason. Venture deals. 2nd Edition. Hoboken : Wiley, 2013. 272 s. ISBN: 978-1118443613.
3. KURATKO, Donald F. Entrepreneurship. Theory, process, practice. Tenth edition. London : Cengage Learning, 2017. 465 s. ISBN 978-1-305-57624-7.
4. NECK, Heidi M. – NECK, Christopher P. – MURRAY, Emma L. Entrepreneurship. The practice and mindset. Los Angeles : SAGE Publishing, 2018. 530 s. ISBN 9781506376158.
5. OSTERWALDER, Alexander – PIGNEUR, Yves – BERNARDA, Gregory – SMITH, Alan. Value proposition design. Hoboken : Wiley, 2014. 320 s. ISBN 978-1-118-96805-5.
6. SCARBOURGH, Norman M. – CORNWALL, Jeffrey R. Essentials of entrepreneurship and small business management. London : Pearson, 2019. ISBN 9780136879664.

Supplementary literature:

1. BURNS, P. New venture creation. A framework for entrepreneurial start-ups. London : Palgrave MacMillan 2014. 528 s. ISBN 978-1137332899.
2. BUSSGANG, Jeffrey. Are you suited for a start-up. HBR, November-December 2017.
3. BUTLER, Timothy. Hiring entrepreneurial leader. HBR, March-April 2017.
4. FISHER Steven. – DUANE, Ja-Nae. The start-up equation. New York : McGraw-Hill, 2016. 320 s. ISBN 978-0071832366.
5. GASSMANN, Oliver – FRANKENBERG, Karolin – CSIK, Michaela. The business model navigator. London : Pearson, 2014. 400 s. ISBN 978-1292065816.
6. GOMPERS, Paul A. – GORNALL, Will – KAPLAN, Steven N. – STREBULAEV, Illya. How venture capitalist make decisions. HBR, March-April, 2021.
7. GULATI, Ranjay. Soul of start-up. HBR, July–August 2019.
8. ONYEMAH, Vincent – RIVERA PESQUERA, Martha – ALI, Abdul. What entrepreneurs get wrong. HBR, May 2013.
9. STESKAL, Milan – BONDAREVA, Alexandra. Idea to funding. Vienna : Milan Steskal, 2017. 140 s. ISBN 978-8097265915.

Syllabus:

1. Entrepreneurship and entrepreneur.

Evolution of business. Business concepts (types, schools of thought, processes). Business myths. Cognitive foundations of entrepreneurship. Entrepreneurial thinking. Claims per person of the entrepreneur. Negative aspects of business making. Business ethics and ethical dilemmas.

2. Business opportunity and business idea

Identification of business opportunities. Discovering and inventing an unsatisfied or completely new need. Entrepreneurial imagination and creativity. The process of creating a business idea. Innovation process and creative experimentation. Variations and twists (pivots) in the formation of a business idea.

3. Evaluation of the business idea I: Analysis of the offered value and its compliance with the unmet need.

Customer profile: identification of requirements / unsatisfied needs, shortcomings and benefits. Customer profile evaluation. Value map: identifying products and services, mitigating shortcomings and creating benefits. Evaluation of value map components. Searching of a match (problem-solution, product-market, scalable and profitable business model).

4. Evaluation of business idea II: Feasibility analysis

Limited objectivity of the evaluation. Evaluation criteria (uniqueness, investment, sales growth, product and customer readiness). Traditional evaluation process (technical and market feasibility). Newer evaluation methods (functional feasibility, consumer attractiveness, financial viability, lean start-up metrics).

5. Minimally viable product and market testing

Prototyping. The concept of a lean startup. Minimally viable product. Understanding customer needs. Testing the offered value. Traction. Validation. Market experimentation.

6. Compilation and visualization of business model.

The purpose of the business model. Concepts of RCOV, NICE, positive spiral/virtual cycle. Visualizations of business models: canvas (nine blocks), triangle - business model navigator (four blocks). Costs, revenues and other key performance indicators (KPIs).

7. Real application of business model.

Business model innovation. Cluster typology of real models based on canvas visualization: A. Products and / versus solutions. B. Resources and processes. C. Trade. D. Communities. E. Prices and payments. Typology based on triangle visualization - business model navigator (set of 55 standardized models).

8. Types of financial resources.

Personal savings, FFF (family, friends, fools/supporters), business angels, venture capitalists (VCs), private equity funds, crowdfunding / bootstrapping, mezzanine capital, public resources, debt financing. Business dilemmas.

9. Procurement of financial resources.

Reasons and meaning of external financing. Valuation of the company. Equity investments. Financial statements and projections for start-ups. The negotiation process between the entrepreneur and the investor. Negotiation tactics. Motivation of investors and entrepreneurs. Presentation of a business idea. The role of investors after the provision of capital.

10. Developing partnerships to support new business.

The role of partnerships / networks in building social capital. Usefulness of partnerships / networks for entrepreneurs. Methods of building partnerships / networks. Virtual networking. Network maintenance. Networking to build a founding team.

11. Market entry.

Brand building. Acquiring the first customer. From a prospective customer to a loyal customer. Communication lines with a potential customer. Development of communication campaigns. Creating product awareness. Development of sales skills. Customer motivation to buy the product. Market penetration.

12. Realization of distribution.

Location selection, layout and appearance of the company. Access to distribution networks and channels. E-shop. Viral marketing. Marketing in social media. Global aspects of business making.

13. Legal aspects of business making.

Protection of intellectual property. Succession (Factors and procedures). Exit (IPO or sale). Serial business. Business failure and bankruptcy.

Exercises Tasks:

1. Assignment of seminar work - business project.

The content of the business project will be developed in accordance with the content of lectures and exercises and will be the application of a specific business idea. The business project will be developed continuously and gradually during exercises.

2. Formulation of a business idea.

Observing a selected market and industry, generating, opposing and synthesizing ideas into a business idea, searching for competing ideas. Pivoting an idea.

3. Identification of unmet need and analysis of the content of the customer value proposition.

Application of the customer profile method versus value map method.

4. Analysis of the feasibility of the customer value proposition.

Application of sets of selection criteria, synthesis of multi-criteria evaluation and assessment of evaluation objectivity.

5. Compilation of a minimum viable product and its market verification.

Design of the concept of a minimally viable product and market testing methods, assessment of the objectivity of the market testing design. Design of product price relations.

6. Compilation of a business model based on the analyzed customer value proposition.

Visualization of a business model based on the canvas method, variant representations of the model, opposition of the model and its correction.

7. Confrontation of business model with standardized business models.

Comparison of the proposed model with standardized business models according to the business model navigator concept. Opposition of the model and its correction.

8. Choosing the suitable type of financing for a business idea.

Selection, combination and volume of resources needed to finance operation and investment.

9. Negotiations with providers of financial resources.

Presentation of a business idea in front of an investor in elevator pitch format.

10. The relationship between the business model and the partner network.

Identification of missing resources and processes and specification of deliveries from partners and complementary partners.

11. Promotion, market entry and product sales.

Choice of content and style of promotion, place and date of market entry, customer relations, correction of product price relations.

12. Choice and development of distribution network.

Determination of the main and secondary distribution channels, specification of price, term and technical conditions of distribution

13. Presentation of a business project.

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: prof. Ing. Štefan Slávik, CSc., Ing. Richard Bednár, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21030/21	Title of course: Entrepreneurship in the Creative Industries (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 40 % continuous written work, 60 % elaboration and presentation of the final term paper Student's workload (in hours): student workload: 104 h (attendance at seminars 26 h, preparation for seminars 26 h, preparation for mid-term exam 20 h, preparation and presentation of final term paper 32 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of entrepreneurship in the creative industries in both domestic and foreign conceptions by defining the different areas of this sector of the economy, objectives, specific marketing methods, its financing, measuring its economic as well as cultural value. Competence: <ul style="list-style-type: none"> • characterize the essence of the creative industries in Slovakia, their specifics and possibilities for further development as well as the development of creative clusters, • make effective and practical use of available statistics and interpret them correctly in order to analyse the creative industries environment, • critically evaluate the economic and cultural benefits of entrepreneurship in the creative industries, • propose solutions and defend the budget of the selected cultural event. Skill: <ul style="list-style-type: none"> • interpret the specificities of enterprises operating in the creative industries on the basis of their life cycle and business activities, • create a cultural event budget, • perform basic analyses based on statistical data in the different sectors of the creative industries, • to analyse the possibilities and alternatives of business development of creative industries enterprises in relation to regional aspects and the sector, • apply the use of individual elements of the business environment in creative industries enterprises, • apply individual marketing tools with regard to the specifics of creative industries enterprises, • establish effective forms of cooperation with institutions supporting business development in the creative industries. 	
Indicative content:	

Thematic definition of the seminars:

1. Introduction to the aims and content of the course
2. Creative industries
3. Opportunities for the development of the creative industries in the Slovak Republic
4. Creative clusters
5. Cultural statistics
6. Methods of benchmarking cultural projects and organisations
7. Cultural programme, cultural project, cultural event
8. Internal and external evaluation within a cultural organization
9. Funding opportunities for the creative industries in Slovakia
10. Digital evolution in the creative industries
11. Specifics of marketing in a cultural institution, festival or cultural event
12. Marketing of theatre, dance and singing
13. Presentation and evaluation of the final term paper

Support literature:

Basic literature:

1. KMETY BARTEKOVÁ, Mária. Sponsorship as an alternative form of financing creative industries in developed European countries. In *The Current Position of Companies in the Creative Industries in the Conditions of the Slovak Republic and the European Union*. - České Budějovice : Vysoká škola evropské a regionálních studií, 2021. I-20-101-00 (100%).
2. KMETY BARTEKOVÁ, Mária- MAJDÚCHOVÁ, Helena. Business models in the creative industries based on sustainability. In *The Current Position of Companies in the Creative Industries in the Conditions of the Slovak Republic and the European Union*. - České Budějovice : Vysoká škola evropské a regionálních studií, 2021. VEGA 1/0340/19 (50%), I-20-101-00 (50%).
3. KMETY BARTEKOVÁ, Mária. Models of creative industries development in the Slovak Republic. In *Entrepreneurial dimension of creative industry entities in the context of innovation and smart growth I. : Proceedings of scientific papers*. - Bratislava: EKONÓM Publishing House, 2020. ISBN 978-80-225-4778-9, pp. 22-29 online. VEGA 1/0340/19.
4. MAJDÚCHOVÁ, Helena et al. Entrepreneurial dimension of creative industry entities in the context of innovation and smart growth I. : *Proceedings of scientific papers*. - Bratislava: EKONÓM Publishing House, 2020. ISBN 978-80-225-4778-9, online. VEGA 1/0340/19.
5. ŠAGÁTOVÁ, Slávka. The impact of the corona crisis on creative industries enterprises in the Slovak Republic. In *Entrepreneurial dimension of creative industry entities in the context of innovation and smart growth I.: Proceedings of scientific papers*. - Bratislava: EKONÓM Publishing House, 2020. ISBN 978-80-225-4778-9, pp. 57-64 online. VEGA 1/0340/19.
6. ŠAGÁTOVÁ, Slávka. Development of selected sectors of creative industries in European countries. In *Economics, Finance and Business Management 2019: Proceedings of Scientific Papers*. - Bratislava: EKONÓM Publishing House, 2019. ISBN 978-80-225-4680-5, pp. 539-544 online. VEGA 1/0340/19.
7. ŠAGÁTOVÁ, Slávka. Break-even point of creative industries enterprises in the conditions of crisis. In *Economics and Management: scientific journal of the Faculty of Business Management of the University of Economics in Bratislava*. - Bratislava: Faculty of Business Management of the University of Economics in Bratislava, 2020. ISSN 2454-1028, 2020, vol. 17, no. 1, pp. 89-96 online. VEGA 1/0340/19.
8. TRÚCHLIKOVÁ, Mária. Evaluation of financial health of creative industries companies. In *The Current Position of Companies in the Creative Industries in the Conditions of the Slovak Republic and the European Union*. - České Budějovice: Vysoká škola evropské a regionálních studií, 2021. I-20-101-00 (100%).

9. KMETY BARTEKOVÁ, Mária - MAJDÚCHOVÁ, Helena - ŠAGÁTOVÁ, Slávka. Entrepreneurship in the creative industries in the Slovak Republic (planned to be published by 08/2022), 1st ed., 200 p.
Supplementary literature:
10. REMEŇOVÁ, Katarína – MAJDÚCHOVÁ, Helena – KINTLER, Jakub. Pricing in Creative Industry. 1st ed., Hamburg: Verlag Dr. Kovač, 2021. 216 p. ISBN 978-3-339-12346-6
11. KOTLER, Neil G. – Kotler, Phillip – Kotler, Wendy I. Museum Marketing and Strategy: Designing Missions, Building Audiences, Generating Revenue and Resources. 2nd ed., Hoboken: Wiley, 2016. 544 p. ISBN 978-1-119-36374-3
12. THROSBY, David. Economics and Culture. 1st ed., Cambridge: Cambridge University Press, 2001. 208 p. ISBN 0-521-58639-9
13. SMOLÍKOVÁ, Marta. Art Management. 1st ed., Praha: VŠUP, 2008. 167 p. ISBN 978-80-86863-24-5.
14. TOWSE, Ruth. A Handbook of Cultural Economics. 2nd ed., Cheltenham: Edward Elgar Publishing Ltd., 2011. 456 p. ISBN 978-18-48448-87-2
15. SNOWBALL, Jeanette D.. Measuring the value of culture: Methods and examples in cultural economics. Berlin: Springer Science & Business Media, 2007. 230 p. ISBN 978-3-540-74360-6
16. TROILO, Gabriele. Marketing In Creative Industries: Value, Experience and Creativity. 1st ed., New York: Macmillan International Higher Education, 2015. 384 p. ISBN 978-0230380240
17. ŠAGÁTOVÁ, Slávka. Development of Cultural and Creative Industry in EU Countries. In Current Problems of the Corporate Sector 2019. International Scientific Conference. Current problems of the corporate sector 2019: proceedings of the international scientific conference, 2019, Ráztočno Handlová, Slovensko. - Bratislava: EKONÓM Publishing House, 2019. ISBN 978-80-225-4618-8, pp. 404-410 online. VEGA 1/0340/19.
18. MAJDÚCHOVÁ, Helena - KMETY BARTEKOVÁ, Mária. Evaluation of economic performance of creative industries entities in the segment of publishing activity. In Economics, finance and business management - year 2020: Proceedings of Scientific Papers Issued to Mark the 80th Anniversary of the University of Economics in Bratislava. - Bratislava: EKONÓM Publishing House, 2020. ISBN 978-80-225-4749-9, pp. 356-363 online. VEGA 1/0340/19.
19. TRÚCHLIKOVÁ, Mária - KMETY BARTEKOVÁ, Mária. Concentration and measurement of competitiveness in selected sectors of creative industries. In COMPETITION. Proceedings of the 12th Annual International Scientific Conference COMPETITION. - Jihlava : College of Polytechnics Jihlava, 2020. ISBN 978-80-88064-52-7, pp. 418-427 online. VEGA 1/0340/19 (50%), I-20-101-0 (50%).

Syllabus:

Thematic definition of the seminars:

1. Introduction to the aims and content of the course; study obligations, basic and supplementary literature, creativity and the creative class - sociological reflection on the paradigmatic break, creative people as the economic potential of the future
2. Creative industries - background, concept, brief history, creativity and its share in the value of the product, creative industries in selected EU countries and in the UK, case study - "Creative economy in Europe: 5 steps to growth"
3. Opportunities for the development of the creative industries in the Slovak Republic - on the way to a new cultural policy? , regional distribution of creative clusters in Slovakia, measuring the performance of the creative industries in Slovakia and their parameters
4. Creative clusters - networking of cultural activities as a driver of the economy of higher territorial units and a tool for streamlining business processes, Infrastructure and development of clusters, regional distribution of clusters in Slovakia, typology of clusters

5. Cultural statistics as a tool for orientation and monitoring in the complex of economic activities related to culture, the issue of cultural statistics in the history of economic reflection on culture, sources of cultural statistics and effective work with them
6. Methods of benchmarking cultural projects and organisations, GVA - gross value added per employee, calculation of labour productivity, index of cultural and creative cities, Data Envelopment analysis, continuous written work
7. Cultural programme, cultural project, cultural event, internal and external evaluation, planning and definition of evaluation objectives, project assignment, project staffing and labour relations in enterprises and institutions of the creative industries
8. Internal and external evaluation within a cultural organization, externalities, measurement of spillover effects, Baumol's cost discrepancy, examples from practice, case studies, ongoing consultation of the final term paper
9. Funding opportunities for the creative industries in Slovakia, the Arts Support Fund, the Grant System of the Ministry of Culture of the Slovak Republic, authors' unions and associations (SOZA, LITA, OZIS, SAPA), support for the creative industries at the level of the European Union - the programme "Creative Europe".
10. Digital evolution in the creative industries, digital platforms for sharing music, films and their pricing policy, trends in digital dissemination and mediation of products to clients in crisis conditions, the Long tail model
11. Specifics of marketing in a cultural institution, festival or cultural event, audience building, the role of marketing in the creative industries, creating customer value, customer value analysis, identifying target audiences, solving a case study and discussion
12. Marketing of theatre, dance and singing, specifics of the performing arts, the role of sponsorship, sponsorship as a marketing tool in the performing and audiovisual arts, tax benefits for sponsors in EU countries
13. Presentation and evaluation of the final term paper - feasibility of the cultural or creative project, financing of the project itself and the level of budget processing, quality of the analysis of the external environment and its factors, evaluation of the staffing, evaluation of the sustainability of the project

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: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21143/21	Title of course: European Union (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 8	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 40% - participation in seminars, assignments (including semester coursework) and quizzes; 60% - final exam in writing.	
Student workload: 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	
Teaching results: 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.	
Indicative content:	

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: 0

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

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

Date of the latest change: 22.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21133/21	Title of course: European Union Enlargement and External Relations (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 40% participation in seminars and assignments, research-based assignment and its presentation 60% final exam	
Student workload: Total: study load 3 credits x 26 h = 78 hours Separate study load for individual educational activities: Attendance at lectures: 26 hours Attendance at seminars: 26 hours Team coordination and assignments, research-based assignment and its presentation: 13 hours Preparation for the final exam: 13 hours	
Teaching results: Students will possess following abilities: <ul style="list-style-type: none">- ability to address the multidimensional nature of EC/EU external relations,- knowledge of the retrospective of EC/EU enlargement in the context of EC/EU external relations,- knowledge of alternatives to EC/EU Enlargement and understanding of their perspective as a prerequisite for further development of qualification. Students will obtain following skills: <ul style="list-style-type: none">- holistic approach to the societal, geoeconomic and geopolitical context of EC/EU enlargement and Brexit,- use of open access sources of data and identification of the potential for EU enlargement,- ability to compare and interpret the status quo of EU enlargement in the context of EU external relations. Students will gain following competences: <ul style="list-style-type: none">- understanding of the respective official documents of institutions on the national, European or international level,- fact- and data-based argumentation, innovative, creative and flexible thinking in the context of an interdisciplinary approach to EC/EU enlargement and Brexit,- critical assessment, synthesis in terms of theory and interpretation of analyses as a prerequisite to pursue lifelong learning in terms of competence in the area of European integration.	
Indicative content:	

Retrospective of EC/EU enlargement in the context of EC/EU external relations. Status quo of EU enlargement in the context of EU external relations. Perspective of EU enlargement in the context of EU external relations. Advantages and disadvantages associated with EC/EU enlargement and withdrawal from the EU.

Support literature:

GATEVA, E. European Union Enlargement Conditionality. Basingstoke: Palgrave Macmillan, 2015. ISBN 978-1-137-48242-6.

KEUKELEIRE, S. – DELREUX, T. The Foreign Policy of the European Union, 2nd ed. Basingstoke: Palgrave Macmillan, 2014. ISBN 978-1-137-02574-6.

Hoti, A. – Kosír, I. (eds.). European perspectives of the Western Balkans countries I. Prishtina: AAB College, 2015.

Syllabus:

1. Introduction into EC/EU enlargement and terminology in the context of EC/EU external relations (external relations of the EC/EU, accession criteria, European Neighbourhood Policy).
2. First EC Enlargement (1973, United Kingdom of Great Britain and Northern Ireland, Ireland, Denmark) – background and integration status quo in the context of EC external relations.
3. Second EC Enlargement (1981, Greece) – background and integration status quo in the context of EC external relations.
4. Third EC Enlargement (1986, Spain, Portugal) – background and integration status quo in the context of EC external relations.
5. Fourth EU Enlargement (1995, Austria, Finland, Sweden) – background and integration status quo in the context of EU external relations.
6. Fifth EU Enlargement (2004, 2007, countries of Central and Eastern Europe, Cyprus, Malta) – background and integration status quo in the context of EU external relations.
7. Sixth EU Enlargement (2013, Croatia) – background and integration status quo in the context of EU external relations.
8. Candidate countries in the context of indexes relevant to accession criteria and the European Union.
9. Potential candidate countries in the context of indexes relevant to accession criteria and the European Union.
10. Brexit as a precedent of disintegration in the EU, withdrawal from the EU.
11. Alternatives to EC/EU Enlargement in the European and Eurasian context.
12. The European Union and Eager Integrators – spectrum of views and interpretations.
13. The European Union and Reserved Integrators – spectrum of views and interpretations.

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
0.0	100.0	0.0	0.0	0.0	0.0

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

Date of the latest change: 22.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21252/21	Title of course: Experimental Economics
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20% class exercise: specifying a research question 40% class project: The primary focus of the course is on applying experimental methods, which can only be done through a project (rather than an exam), hence the 40% weight on the project.	
Student workload: Full time $6 \times 26 = 156$ <ul style="list-style-type: none"> • Lectures 52 h, tutorials + experiment 26 h, class exercise 6 h, studying for the exam 36 h, class project 36 h 	
Teaching results: Understanding Distinguishing between causality and correlation Competence Critical thinking, identification of alternative explanations of a particular economic phenomenon, ability to ask a research question and answer it Skills Designing a laboratory and field experiment to answer a research question, application of experimental methods within an organization or industry to find out what works and what does not.	
Indicative content: <ul style="list-style-type: none"> • Methodology of science, the role of theory, hypothesis testing, the importance of experiments • Property rights and their impact in economic transactions • Cooperation – one of two primary challenges in organizations • Coordination – the second of two primary challenges in organizations • Punishment and Enforcement of Contracts • Competitiveness as a source of efficiency • Market institutions and their impact on market behavior • Market design 	
Support literature: Experimental Methods – A Primer for Economists by Daniel Friedman and Shyam Sunder, Cambridge University Press 2004	

1. V. Smith, "Markets as Economizers of Information: Experimental Examination of the Hayek Hypothesis," *Economic Inquiry*, vol. 20, April 1982, pp. 165-179.
2. V. Smith, "An Empirical Study of Decentralized Institutions of Monopoly Restraint," pp. 83-106 in G. Horwich and J. Quirk (eds.), *Essays in Contemporary Fields of Economics*. West Lafayette: Purdue University Press, 1981.
3. V. Smith, "Theory, Experiment, and Economics," *Journal of Economic Perspectives*, vol. 3, Winter 1989, pp. 151-169.
4. V. Smith, "Economics in the Laboratory," *Journal of Economic Perspectives*, vol. 8, Winter 1994, pp. 113-131.
5. J. Cox, "On Testing the Utility Hypothesis," *Economic Journal*, vol. 107, July 1997, pp. 1054-1078.

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. Mgr. Maroš Servátka, PhD., Ing. Zuzana Brokešová, PhD.

Date of the latest change: 28.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KNJ FAJ/VJD21101/22	Title of course: FL 1 - Business German for Advanced Students I.
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Activity at seminars – 20 % The result of a homework – 20 % The result of a final written test – 60 %	
Student workload:	
Teaching results: Language knowledge: to know the basic principles of professional language. Language skills: the student is able to use receptive and productive language skills at the required level. He/ she understands longer speeches, conversations, a longer professional text with a complex structure. The student can adequately comment on general and professional topics and clearly formulate ideas and attitudes. In written communication he/she can create clear, well-arranged, and detailed text on complex topics, demonstrating mastery of compositional techniques, conjunctions, and means of cohesion. Language competencies: to use flexibly and effectively acquired language skills, which are necessary for successful student's application in practice and for social, academic, or professional purposes.	
Indicative content:	
Support literature: Müller, A., Schlüter, S.: Im Beruf Neu - Kursbuch, Sprachniveau B1+/B2, Hueber Verlag, ISBN 978-3-19-201190-0 Müller, A., Schlüter, S.: Im Beruf Neu – Arbeitsbuch, Sprachniveau B1+/B2, Hueber Verlag, ISBN 978-3-19-201190-7	
Syllabus:	
Language whose command is required to complete the course: German	
Notes:	
Assessment of courses Total number of evaluated students: 32	

A	B	C	D	E	FX
34.38	28.13	25.0	9.38	3.13	0.0
Lecturer: Christina Hintersteiner, B.A., Mgr. Zuzana Kočíšová, Mgr. Ingrid Kunovská, PhD., Mgr. Tomas Maier, PhD., Mgr. Ing. Terézia Ondrušová, PhD., Ing. Mgr. Magdaléna Paté, PhD., PhDr. Lucia Šukolová, PhD.					
Date of the latest change: 14.01.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KNJ FAJ/VJD21102/22	Title of course: FL 1 - Business German for Advanced Students II.
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Activity at seminars – 20 % The result of a homework – 10 % The result of a final written and oral exam – 70 %	
Student workload:	
Teaching results: Language knowledge: to know the basic principles of professional language Language skills: the student is able to use receptive and productive language skills at the required level. He/ she understands longer speeches and conversations; understands a longer professional text with a complex structure; is able to comment adequately on general and professional topics and clearly formulate ideas and attitudes. In written communication the student can create clear, well-arranged and detailed text on complex topics, demonstrating mastery of compositional techniques, conjunctions and means of cohesion. Language competencies: to use flexibly, fluently and effectively acquired language skills which are necessary for student's successful application in practice and for social, academic or professional purposes.	
Indicative content: <ol style="list-style-type: none">1. Risk management2. Solving conflicts3. Building relationships at the workplace4. Characteristics of a successful manager5. Finances6. Acquisitions7. Mergers8. Joint venture9. Negotiations10. Trends in the development of the economy11. Presentations12. Case study	
Support literature:	

Müller, A., Schlüter, S.: Im Beruf Neu - Kursbuch, Sprachniveau B1+/B2, Hueber Verlag, ISBN 978-3-19-201190-0

Müller, A., Schlüter, S.: Im Beruf Neu – Arbeitsbuch, Sprachniveau B1+/B2, Hueber Verlag, ISBN 978-3-19-201190-7

Syllabus:

Language whose command is required to complete the course:

German

Notes:

Assessment of courses

Total number of evaluated students: 27

A	B	C	D	E	FX
55.56	18.52	14.81	3.7	7.41	0.0

Lecturer: Christina Hintersteiner, B.A., Mgr. Zuzana Kočíšová, Mgr. Ingrid Kunovská, PhD., Mgr. Tomas Maier, PhD., Mgr. Ing. Terézia Ondrušová, PhD., Ing. Mgr. Magdaléna Paté, PhD., PhDr. Lucia Šukolová, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KNJ FAJ/VJD21104/22	Title of course: FL 1 - Culture and Communication in German for Advanced Students
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Project (assessed work) and its presentation – 40% Final examination – 60%	
Student workload: 26 hours – participation in sessions 20 hours – project and presentation preparation (assessed work) 32 hours – preparation for the examination	
Teaching results: Language Knowledge: Understanding the impact of culture on communication and manifestations of culture in communication, primarily in intercultural interactions stemming from mastering basic terminology and comprehension of selected theories of culture and communication. Language Skills: Ability to adequately assess and analyse a communication encounter in an intercultural context so that its understanding results in successful communication at the relevant level of the German language command. Language Competence: Built-up basic cultural sensitivity a developed cultural awareness.	
Indicative content: 1. Culture: definitions, research methodology 2. Culture: forms and ideologies 3. Structure of a culture 4. Values and value systems, changes in values and factors leading to them 5. Perception of stereotypes, prejudices 6. Culture shock and its handling 7. Communication: definitions, the structure and levels of a communication process 8. Intercultural communication 9. Intercultural competence 10. Selected theories of culture 11. Selected characteristics of culture 12. Culture of Germany and German-speaking cultural area	
Support literature:	

KUCHAROVÁ, J., KUNOVSKÁ, I.: (2017): Grundbegriffe der Kultur und Kommunikation. Bratislava: Ekonóm, 129 s.
BOLTEN, J.: (2007): Einführung in die Interkulturelle Wirtschaftskommunikation. Göttingen: Vandenhoeck & Rupert,
Aktuálne materiály relevantných databáz vládnych a medzinárodných organizácií, prípadové štúdie z praxe, relevantné monografie a vedecké časopisy z oblasti kultúry a komunikácie

Syllabus:

Language whose command is required to complete the course:

German

Notes:

Assessment of courses

Total number of evaluated students: 20

A	B	C	D	E	FX
55.0	10.0	30.0	5.0	0.0	0.0

Lecturer: Christina Hintersteiner, B.A., Mgr. Zuzana Kočíšová, Mgr. Ingrid Kunovská, PhD., Mgr. Tomas Maier, PhD., Mgr. Ing. Terézia Ondrušová, PhD., Ing. Mgr. Magdaléna Paté, PhD., PhDr. Lucia Šukolová, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KNJ FAJ/VJD21103/22	Title of course: FL 1 - German and Slovak Studies for Advanced Students
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Independent work, other (state, what kind): examination Project (seminar paper) and its presentation – 40% Final examination – 60%	
Student workload: 26 hours – participation in seminars 20 hours – project preparation (seminar paper) 32 hours – preparation for the examination	
Teaching results: 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.	
Indicative content: 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: 24

A	B	C	D	E	FX
29.17	25.0	16.67	12.5	16.67	0.0

Lecturer: Christina Hintersteiner, B.A., Mgr. Zuzana Kočišová, Mgr. Jana Kucharová, PhD., Mgr. Tomas Maier, PhD., Mgr. Ing. Terézia Ondrušová, PhD., Ing. Mgr. Magdaléna Paté, PhD., PhDr. Lucia Šukolová, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KNJ FAJ/VJD21105/22	Title of course: FL 1 - Negotiations in German Language for Advanced Students
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Interim evaluation (presentation of projects, seminar papers): 40 % Final evaluation: 60 %	
Student workload: 26 hrs – participation on seminars 20 hrs – project (seminar paper) preparation 32 hrs – preparation for exam	
Teaching results: 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.	
Indicative content: <ol style="list-style-type: none">1. Introduction to negotiation.2. Interview, discussion, negotiation.3. Initial contacts with the business partner, company presentation, product presentation.4. Preparation for business negotiation.5. Start of business negotiation, small talk.6. Business negotiation, agenda, course of negotiation.7. Expressing one's own opinion on the content of negotiation, argumentation.	

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: 20

A	B	C	D	E	FX
40.0	40.0	15.0	5.0	0.0	0.0

Lecturer: Christina Hintersteiner, B.A., Mgr. Zuzana Kočišová, Mgr. Ingrid Kunovská, PhD., Mgr. Tomas Maier, PhD., Mgr. Ing. Terézia Ondrušová, PhD., Ing. Mgr. Magdaléna Paté, PhD., PhDr. Lucia Šukolová, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/VNB22101/21	Title of course: Finance (in English language)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: individual work, mid – term tests written exam 1. individual work at seminars 10 % 2. mid – term tests at seminars 20 % 3. final written exam 70 %	
Student workload: Full time: totally $6 \times 26 = 156$, namely: Participation in lectures - 26 h. Participation in seminars - 26 h. Preparation for seminars - 20 h. Preparation for mid – term test - 25 h. Preparation for the exam - 59 h.	
Teaching results: <ul style="list-style-type: none">• students will acquire adequate knowledge and financial literacy as a basis for developing and understanding more complex processes and deeper analytical contexts in finance,• obtaining a comprehensive picture of the sectoral approach to finance (corporate finance, banks and financial intermediaries, commercial insurance, central banking, public finance, social system finance, third sector finance, international financial system),• acquiring knowledge about the main types of financial instruments and their use by entities operating in individual markets,• understanding the principles and mechanisms of operation of financial markets and insurance,• mastering the principles and mechanisms of operation of financial and monetary institutions at the national and supranational level,• acquiring a comprehensive overview of the issues of modern finance, which are a prerequisite for further study of financial and economic courses, as well as for solving more complex problems in the real economy. Knowledge and understanding: <ul style="list-style-type: none">• completion of the subject Finance will create preconditions for mastering the basic concepts of financial theory, as well as for orientation in the issue of functioning of individual financial systems and institutions,	

• understanding the interrelationships between the real economy and finance and gaining knowledge about the functioning of financial markets and the determinants shaping their balance.

Practical skills and competence:

- ability to analyze the basic context in finance,
- ability to evaluate the causes and consequences of ongoing processes in financial markets, including the formulation of adequate conclusions,
- ability to work in a team in solving projects and seminar work.

Indicative content:

Support literature:

1. Handa, J. (2009) Monetary Economics. London: Routledge 2009, ISBN 978-04-1577-210-5
2. Mishkin, F.S. (2011) Financial Markets and Institutions (7th Edition) (The Prentice Hall Series in Finance), ISBN 978-0-73-213683-9
3. Rosen, H. S.; Gayer, T. (2010.) Public Finance Ninth Edition, International Edition 2010, ISBN 978-007-126788-5
4. Vaughan Emmett, J. – Vaughan T. (2008) Fundamentals of Risk and Insurance. John Wiley & Sons, Inc., 111 River Street, Hoboken, 2008. ISBN-13 978-0-470-08753-4
5. Zweifel, P. (2012) Eisen Roland: Insurance Economics. Springer Heidelberg Dordrecht London New York, 2012. ISBN 978-3-642-20547-7

Syllabus:

1. Finance and financial science
2. Financial markets
3. Corporate finance
4. Banks and banking system
5. Public finance
6. Central banking
7. Insurance
8. Finance of social systems
9. Finance of other financial institutions
10. Household finance
11. International financial system
12. Financial markets in the digital age

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. Katarína Belanová, PhD.

Date of the latest change: 12.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPF FPM/MME21017/21	Title of course: Financial Analysis and Financial Planning (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KPF FPM/MME21016/21-Financial Management (in English) or KPF FPM/MME21018/21-Corporate Finance (in English)	
Requirements to complete the course: 30 % seminar work - elaboration of financial analysis and financial plan of the selected enterprise, 70 % oral examination - theoretical questions and defence of the seminar work Student's workload (in hours): student workload: 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation for seminar work 52 h, preparation for exam 26 h)20 % seminar work - elaboration of financial analysis and financial plan of the selected enterprise, 80 % oral exam - theoretical questions and defence of the seminar work	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Acquiring new ones in the procedure of financial plan development of non-financial enterprises. Repetition of theoretical knowledge and knowledge acquired in previous courses at the bachelor and engineering level of study from several financial areas of the enterprise in order to use and verify them, especially in the processing of financial analysis, SWOT analysis, evaluation of investment projects and financial plan in selected non-financial enterprises. Acquisition of knowledge and application of practical knowledge of financial decision making in long-term and short-term asset financing and planning. The links and linkages of the different parts of the financial plan with other sub-plans of the enterprise. Creation of profit, cost, investment, depreciation and amortization, financial balance, cash flow, and performance distribution plans based on set objectives based on the results of retrospective and predictive financial analysis and other analyses that allow to evaluate the real financial situation of legal and natural persons entrepreneurs. Competence: <ul style="list-style-type: none"> • effectively apply the procedures of financial analysis from freely available documents such as financial statements and annual reports of the company, • make a comprehensive assessment of the financial situation of the enterprise and propose measures for financial decision-making for the planning period, • implementing the set objectives and measures in each of the planned financial areas in order to achieve better business results, 	

- assessing options for making investment decisions as part of the development of the financial plan, budgeting individual income and cost items,
- propose solutions in relation to the future coverage of assets with appropriate resources and cash flows.

Skill:

- analyse the financial situation by all common and new methods,
- quantify the needs of the assets and the sources of their financing,
- detect undesirable tendencies and propose objectives and measures to eliminate them,
- incorporate the requirements identified into the individual parts of the financial plan, namely the revenue, cost, profit, financial balance sheet, cash flow and profit distribution plan,
- assess the level and quality of the financial plan developed for the selected enterprise by reviewing the incorporated objectives, predictive analysis, comparison with similar enterprises or the industry and other available methods.

Indicative content:

Thematic definition of lectures:

1. Content of financial analysis and financial planning
2. Time and material schedule of creating a financial plan
3. A description of the methods
4. Objectives for the creation of the financial plan
5. Categories and types of investment projects of the company
6. Creation of a long-term financial plan and its basic features
7. Long-term profit plan, methods of its creation
8. Procedures in creating a short-term financial full for the current season
9. Procedure in the application of the three-balance system
10. The procedure for creating budgets
11. Procedure for creating an annual financial balance plan
12. Procedures for evaluating the creation
13. The procedure for creating a financial plan for natural persons of entrepreneurs and its specifics

Thematic definition of exercises:

1. Reviewing and approving the selection of the business for the development of the financial plan
2. Review and consultation on the time and material schedule for the development of the financial plan
3. Consultation on quantification of the expected reality of the current year
4. Checking the proposed general and specific objectives for the development of the financial plan resulting from the mission and strategic objectives of the enterprise
5. Assessing the appropriateness of the selection of investment projects and their variants
6. Review of the elaborated draft long-term financial plan in the basic items
7. Formation of long-term profit plan using professional estimation and index method
8. Checking that the procedures for drawing up the short-term financial plan for the current annual period have been followed
9. Examination of the procedures in the application of the three-balance system
10. Preparation of budgets for the revenue and cost plan
11. Checking the draft annual financial balance plan drawn up
12. Assessment of the procedures for the development
13. Presentation of the final version of the processed financial plan

Support literature:

ALEXANDER, J. Financial Planning & Analysis and Performance Management. New York : Wiley, 2018. 640 pp. ISBN 978-1119491484.

FRIDSON, M. S. Financial Statement Analysis: A Practitioner's Guide. New York : Wiley, 2011. 400 pp. ISBN 978-0470635605.

LEE, C. F. Financial Analysis, Planning and Forecasting: Theory and Application. Tokyo : World Scientific Publishing Company, 2016. 1392 pp. ISBN 978-9814723848.

SAMONAS, M. Financial Forecasting, Analysis, and Modelling: A Framework for Long-Term Forecasting. New York : Wiley, 2015. 232 pp. ISBN 978-1118921081.

Syllabus:

Thematic definition of lectures:

1. Content of financial analysis and financial planning. Definition of the financial plan as an important tool of financial decision-making in the company, its importance and place within the company's comprehensive plan and within the management functions. Basic and additional components of the financial plan. Basic goal and current trends in the process of financial planning. Determination and description of requirements for the selection of a company for the practical creation of a financial plan. Determination of content and formal criteria for the processing of seminar work.
2. Time and material schedule of creating a financial plan. Financial - economic retrospective analysis, the method of ratio indicators, the method of vertical and horizontal analysis. Predictive analysis by Altman Z-score method, rapid test, creditworthiness index, HGN model and other methods. Possibilities of using non-financial analysis of the company using SWOT analysis and PEST analysis.
3. A description of the methods, methods and information sources for quantifying the expected reality of the current year as a basis for creating a short-term and long-term financial plan. Analysis of individual financial areas of the company. Brief outlook and intentions for the future.
4. Objectives for the creation of the financial plan resulting from the mission and strategic intentions of the company and based on the results of financial and non-financial analysis. Characteristics of goals for long-term and short-term financial plan and methods of their implementation. Elimination of duplicate and mutually exclusive objectives.
5. Categories and types of investment projects of the company and their characteristics and selection. Basic financial and economic parameters of investment projects. Quantification of capital expenditures of an investment project. Quantification of cash flows - income and expenses from an investment project. Quantification of capital costs for an investment project, foreign and own capital costs, average cost of capital, methods of determining own and foreign capital costs. Evaluation of investment project efficiency, static and dynamic evaluation methods - payback period, net present value, internal rate of return, sensitivity analysis. The impact of financial decisions on the adoption of the optimal variant of the investment project. Justification of the adoption of the optimal variant of the investment project.
6. Creation of a long-term financial plan and its basic features, time horizon, sliding method of creation. Variant solutions - at constant and current prices. The company's investment plan and its material and financial aspects. Distribution of investments from different perspectives. Procedures for creating an investment plan as a basis for drawing up a long-term financial plan., Depreciation plans for future investments and existing non-current assets, calculation of the residual value of non-current assets for individual years.
7. Long-term profit plan, methods of its creation. Long-term financial balance plan and methods of its creation. Revenue percentage method. Planning the financial and capital structure of the company based on previous developments, optimization methods. Calculation of individual components of capital and average cost of capital of the company. Planning of current assets in the long term. Dividend policy plan, resp. profit shares. Deciding on the acceptance of debt for the financial balance plan. Incorporation into the financial plan of the leasing form of financing and financing by a bank loan.

8. Procedures in creating a short-term financial full for the current season. Rules of links between individual basic parts of the financial plan - profit plan, financial balance, cash flows and profit distribution. Requirements for concretization of set goals based on past development, ways of their achievement and implementation into individual items and impacts on other absolute and relative indicators.

9. Procedure in the application of the three-balance system in the creation of a financial plan according to the accounting standards of the Slovak Republic and IFRS. Basic information sources for drawing data for the creation of an annual plan of revenues - revenues from the sale of own products, services and goods. Information sources for creating a plan of individual items of type costs.

10. The procedure for creating budgets as a basis for the plan of revenues and costs depending on the organizational structure of the company. Creating a budget for the cost of buying and selling goods, consumption of materials and energy, services. Description of general and specific internal and external factors influencing the creation of the annual cost plan. Procedures for creating a plan of wage costs, contributions to health insurance and social insurance, social costs. The impact of raising the minimum wage, ways of reflecting the valorisation of wages and incapacity for work in the financial plan. Implementation of a depreciation plan into a cost plan.

11. Procedure for creating an annual financial balance plan while maintaining the principles of balance sheet rules and taking into account the set objectives. Creating an annual plan of inventories, receivables and payables. Planned financial balance in terms of net working capital and liquidity. Procedure for creating a direct and indirect method of cash flow planning. Relationship between the financial balance plan and the cash flow plan. Creation of a plan for the distribution of economic results, i. generated current profit and retained earnings from previous periods for the development of the company, corporate funds, social funds and other needs.

12. Procedures for evaluating the creation, level and quality of the developed financial plan. Control of the implementation of the set goals in the financial plan, evaluation of the planned financial ratios and their comparison with comparable companies. Checking the developed financial plan using predictive methods from the planned indicators and comparing them with the actual results of previous periods, t. Altman's Z-score and HGN model. Possibilities of evaluation using economic standards. Evaluation of frequent shortcomings in creating a financial plan in the practice of Slovak companies.

13. The procedure for creating a financial plan for natural persons of entrepreneurs and its specifics based on the type of accounting. Plan of income and expenses, assets and liabilities. Planning of lump sums, wages, levies, calculation of the basis for calculating the tax as the difference between actual income and expenses.

Thematic definition of exercises:

1. Reviewing and approving the selection of the business for the development of the financial plan according to the criteria set. Preparation of the characteristics of the selected enterprise, i.e. legal form, subject of activity, history, basic economic data and results, organisational structure. Assignment of tasks for processing the next part of the seminar work.

2. Review and consultation on the time and material schedule for the development of the financial plan. Processing of financial - economic retrospective analysis, method of ratio indicators, method of vertical and horizontal analysis. Processing of predictive analysis by Altman's Z-score method, quick test, creditworthiness index, HGN model and other methods. Developing a draft non-financial analysis of the company using SWOT analysis - i.e. strengths, weaknesses, threats and opportunities and PEST analysis. Assignment of tasks to process the next part of the seminar work.

3. Consultation on quantification of the expected reality of the current year as a basis for the development of short- and long-term financial plans of selected enterprises. Checking the reality of calculations. Analysis of individual financial areas of the enterprise. Brief outlook and

intentions for the future. Assignment of tasks for the preparation of the next part of the seminar work.

4. Checking the proposed general and specific objectives for the development of the financial plan resulting from the mission and strategic objectives of the enterprise and based on the results of the financial and non-financial analysis. Assessment of the objectives for the long-term and short-term financial plan and the ways of their implementation, taking into account the nature and problems of the selected enterprise. Elimination of duplicate and mutually exclusive objectives. Assignment of tasks for the preparation of the next part of the seminar work.

5. Assessing the appropriateness of the selection of investment projects and their variants corresponding to the nature and subject of activity of the selected enterprises. Quantification of capital expenditures of the investment project. Quantification of income and expenses from the investment project. Quantification of the cost of capital of an investment project, foreign and own cost of capital, average cost of capital, methods of determining own and foreign cost of capital, determination of the discount rate for the purpose of calculations. Evaluating the efficiency of an investment project, static and dynamic evaluation methods - payback period, net present value, internal rate of return, sensitivity analysis. Evaluation and recommendations for the adoption of the optimal variant of the investment project. Assignment of tasks for the preparation of the next part of the seminar work.

6. Review of the elaborated draft long-term financial plan in the basic items. Formation of the investment plan, depreciation plans for future investments and existing non-current assets, calculation of the residual value of non-current assets for each year. Assignment of tasks for the preparation of the next part of the seminar work.

7. Formation of long-term profit plan using professional estimation and index method. Formation of a long-term financial balance plan using the percentage of sales method. Formation of the financial and capital structure plan of the enterprise based on the past development and its optimization for the long-term plan period. Checking the calculation of the individual components of capital and the average cost of capital of the enterprise. Reviewing the design of the current assets plan over the long term. Planning the dividend policy or profit-sharing policy of the company. Deciding on the incurrence of debt to complete the financial balance sheet plan. Assignment of tasks for the preparation of the next part of the seminar paper.

8. Checking that the procedures for drawing up the short-term financial plan for the current annual period have been followed. Checking that the rules are followed in relation to the links between the various basic parts of the financial plan - the profit plan, the financial balance sheet, cash flow and profit distribution. Checking compliance with the requirements to specify the objectives set on the basis of past developments, the means of achieving them. Implementation of individual items resulting from the objectives, evaluation of the impact on other absolute and ratio indicators. Assignment of tasks to the processing of the next part of the seminar work.

9. Examination of the procedures in the application of the three-balance system in the development of the financial plan according to the accounting standards of the Slovak Republic and IFRS in selected enterprises, taking into account their specifics. Use of information data sources and calculation of individual items of the annual plan of sales of own products, services and goods and items of generic costs.

10. Preparation of budgets for the revenue and cost plan depending on the specific organizational structure of the selected enterprises. Creation of cost budgets for the purchase and sale of goods, consumption of materials and energy, services. Incorporation of general and specific internal and external factors influencing the development of the annual cost plan. Quantification of labour costs, contributions to health insurance and social insurance companies, social costs and their incorporation into the cost plan. Translating the impact of minimum wage increases, wage indexation and sick leave into the financial plan. Implementation of the depreciation plan in the cost plan.

11. Checking the draft annual financial balance plan drawn up, taking into account the principles of the balance sheet rules, checking that the objectives set have been incorporated. Implementation of the procedure for drawing up the annual plan for stocks, receivables and payables. Planning net working capital and liquidity. Procedure for developing net direct and modified direct and indirect (balance sheet) methods of planning cash flow, operating, investing and financing activities. Checking that the financial balance sheet and cash flow plan are linked.

12. Assessment of the procedures for the development, level and quality of the financial plan developed. Checking the implementation of the objectives set out in the financial plan, assessing the planned financial ratios and evaluating comparisons with comparable undertakings. Checking the financial plan developed using forecasting methods from the planned ratios and comparing them with the actual results achieved in previous periods, i.e. Altman's Z-score and HGN model. Evaluation using economic norms. Elimination of deficiencies in the financial plan. Evaluation and discussion of common deficiencies in the development of financial plans in the practice of Slovak enterprises.

13. Presentation of the final version of the processed financial plan in order to evaluate the required criteria in terms of content and formality, complexity and continuous implementation of the work and defense of the evaluated work in the oral examination.

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. Miroslav Kmeťko, PhD., doc. Ing. Eduard Hyránek, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPF FPM/MME21016/21	Title of course: Financial Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 10 % continuous completion of assignments, 20 % continuous written work, 70 % oral examination Student's workload (in hours): student workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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). Competence: <ul style="list-style-type: none"> • 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, • effectively manage the financial processes - from identifying the financial need, to obtaining the appropriate resource, to financial settlement when the resource is due, • critically evaluate the company's investment plans (in terms of financial implications) and propose an appropriate method of financing, • 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, • 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. Skill: <ul style="list-style-type: none"> • quantify the basic financial variables forming the financial manager's initial instrumentation, • perform basic financial analyses, focusing on the past and predicting the future, and translate the results into the financial planning process of the enterprise, • 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, 	

- prepare the enterprise for expansion or crisis/bankruptcy resolution,
- 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 - β -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: 18

A	B	C	D	E	FX
27.78	27.78	22.22	11.11	11.11	0.0

Lecturer: Ing. Miroslav Kmeřko, PhD., prof. Ing. Peter Markovič, PhD., doc. Ing. Miloř Bikár, PhD., doc. RNDr. Zuzana Hajduová, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21263/21	Title of course: Financial econometrics
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 30% two tests during the semester using software, 10% activity during the semester, 60% exam	
Student workload: Total study load (in hours): 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	
Teaching results: The aim of the course is to provide students with the basic to intermediate level of understanding of econometric methods, techniques and tools used in the area of economics and finance. The student should then be able to – Knowledge, Skills and Competencies <ol style="list-style-type: none"> 1. Read and understand the key concepts in modern finance literature/ research papers 2. Use techniques and tools of econometrics and be able to independently construct econometric models 3. Use econometric models to test hypotheses, to determine (causal) impact of selected variables in economics and to make forecasts 4. Use econometric software 	
Indicative content: <ol style="list-style-type: none"> 1. Introduction. Fundamentals from probability theory. Econometric software basics. 2. Linear regression model with one explanatory variable. Statistical verification of the results of the linear regression model. 3. Linear regression model with several explanatory variables. Basic assumptions of the classical linear regression model. The problem of multicollinearity. 4. Specification of econometric model. How to treat outliers and deal with extreme observations. Dummy variables. 5. Time series models: classical decomposition of time series, stationarity and ARMA models, non-stationary time series, exponential smoothing, ARIMA models. 6. Cointegration and error correction model. 7. Models with limited dependent variable - probit and logit. 	
Support literature: Brooks, Ch.: Introductory Econometrics for Finance, 3rd Edition, Cambridge, 2014.	

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. Martin Alexy, PhD., prof. Ing. Pavol Ochotnický, CSc., Mgr. Marek Káčer, PhD.

Date of the latest change: 28.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM OF/OOA21397/22	Title of course: Franchising (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: project written examination Tutorial: 100 % - activity during the seminars: 20 %, - seminar work: 80 %.	
Student workload:	
Teaching results: The complex analysis of franchising. Its role and position in business activities. The comparison with other art of entrepreneurship. Its advantages and disadvantages. Knowledge and understanding: understanding the issues of franchising, its importance, history and comparison with other types of business activities. Understand the franchise agreement, its franchise network. Be able to analyze franchising in Slovakia and elsewhere in the world and to define its potential. Practical skills: ability to use tools to franchising particular example, propose solutions for the franchise network. Competence: The ability to work with information - retrieve them, be selected, analyzed and synthesized with a focus on its franchise network, franchise model.	
Indicative content: Theoretical solutions of franchising. Franchising and differencies from other forms of business. Legal framework. Franchising contract. Franchising chain. Franchising manual. Financing of franchising. Franchising in the world. Franchising and new century.	
Support literature: ORGONÁŠ, J. 2013: Franchising. Vydavateľstvo Ekonóm, Bratislava 2013. ISBN 978-80 225 3679 0	
Syllabus:	
Language whose command is required to complete the course: Slovak	
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. Jozef Orgonáš, PhD., MBA**Date of the latest change:** 22.02.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KSRaP NHF/ NNF21113/21	Title of course: Human Resource Development and Personnel Management
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Activity during seminars: 10 % Middle test: 10 % Semester work: 10 % Final test: 70 %	
Student workload:	
Teaching results: 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"> 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. 2. Will be able to perceive the organization as a system with its own manifestations and rules that need to be respected. 3. Will gain the ability to gain a deeper understanding of organizational culture, its impact on organizational development and change its quality. 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. 5. Will acquire basic and higher communication skills. 6. Will be able to apply the main motivation principles to the motivation system of organization. 7. Will manifest themselves in the work environment as leaders. 8. Will have the ability to coach in both professional and private life. 9. Will be able to create an evaluation system in organization. 10. Will have the professional competencies in self management. 11. Will be able to apply principles of the strategic management and the management of change directly in their work. 12. They will be able to prepare a project and manage it. 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: 7

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
71.43	0.0	0.0	14.29	0.0	0.0	14.29	0.0	0.0	0.0	0.0	0.0

Lecturer: doc. PhDr. Mária Antalová, PhD., doc. Ing. Silvia Šipikalová, PhD.

Date of the latest change: 25.01.2022
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Approved by:

DESCRIPTION OF COURSE

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

3. JOB DESIGN
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: 1

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

Lecturer: doc. Ing. Jana Blštáková, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KÚA FHI/IE21174/21	Title of course: IFRS: Individual (separate) financial statements I (in english)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study:	
Prerequisites:	
Requirements to complete the course: 26 hours of lectures 26 hours of seminars 52 hours of preparation for the seminars 52 hours of preparation for the written exam Total study load (in hours): 130 Achievement of at least 51 % of maximum amount of points allocated for the exam	
Student workload: 26 hours of lectures 26 hours of seminars 52 hours of preparation for the seminars 52 hours of preparation for the written exam Total study load (in hours): 130 Achievement of at least 51 % of maximum amount of points allocated for the exam	
Teaching results: The aim of the course is to provide knowledge, competence and skills which will enable the students, within a context of supplementary IFRS's covered by the lectures and seminars and with respect for the individual individual / separate financial statements: a) in their position of accountants to select and appropriately apply accounting policies in accordance with the underlying IFRS's, b) in their position of the auditors to assets their appropriate application, and c) in their position of managers, investors, financial analyst, creditors and / or tax authors to reasonably interpret the achieved results. Knowledge Upon completing the course, the students gain knowledge on adoption of the IFRS in Slovak republic, on the scope and the content of the individual / separate financial statements prepared in accordance with IFRS and on the definition of the elements of financial statements (assets, liabilities, equity, expenses, income) in accordance with Conceptual framework for the financial reporting. In addition, he/she gains knowledge on accounting treatment of non-current tangible and intangible assets, inventories, leases, revenues from contract with customers, and provision, including, but limited to, selection of the relevant standard, measurements, recognition and disclosure of supplementary information in the notes to the financial statements.	

Competences

Based on the acquired knowledge, the student will be able, within the context of IFRSs covered by the lectures and seminars, to: a) assess the most typical business transactions, events and other conditions, which would have an impact on the financial situation and financial performance of a business, b) following the previous assessment to select and apply the most relevant accounting policies, and c) to interpret the achieved economic results.

Skills

Within a scope of a topics covered by the lectures and courses, the student will acquire skills necessary for the appropriate application of the relevant accounting policies, to assign the appropriate accounts (and/or line items of the financial statements) the respective transactions, events and other conditions and to apply both the relevant measurement bases and analytical procedures focused on the evaluation of the achieved results.

Indicative content:

Structure of the IFRS Foundation, IFRSs and their adoption in the EU. Conceptual framework for financial reporting. Definition, identification, and the recognition of the elements of the financial statements. Structure of the complete set of the financial statements in accordance with IAS 1.

Content of the balance sheet, statement of comprehensive income, statement of changes in equity, cash flow statement and notes. Measurement bases used in IFRS. Borrowing costs in accordance with IAS 23. Accounting policy, accounting estimates and correction of errors in accordance with the IAS 8. Accounting for plants, property, and equipment in accordance with IAS 16. Impairment allowances in accordance with the IAS 36. Accounting for intangible assets in accordance with IAS 38. Accounting for inventories in accordance with IAS 2. Accounting for leases in accordance with the IFRS 16. Accounting for provisions, contingent liabilities, and contingent assets in accordance with the IAS 37. Accounting for contracts with customers in accordance with IFRS 15. Impact of the accounting treatment on accounting ratios.

Support literature:

1. IFRS Foundation (2022). International Financial Reporting Standards. London.
2. TUMPACH, Miloš (2019). Účtovná politika a vykazovanie zásob podľa IAS 2. Recenzovali: Jitka Meluchová, Peter Dvorák. 1. vydanie. Bratislava : SKCÚ, 2019. ISBN 978-80-972525-5-7.
3. TUMPACH, Miloš - JUHÁSZOVÁ, Zuzana - KUBAŠČÍKOVÁ, Zuzana - KRIŠKOVÁ, Petra (2021). Datasets of Impact of the First-Time Adoption of IFRS 16 in the Financial Statements of Slovak Compulsory IFRS Adopters. In Data in Brief. - Amsterdam : Elsevier Science Publishers B.V. ISSN 2352-3409, 2021, vol. 36, no. June, pp. 1-8..
4. TUMPACH, Miloš (2014). Medzinárodné štandardy IFRS - I : praktikum. Recenzenti Ján Užík, Zuzana Kubaščíková. 1. vyd. Bratislava : Vydavateľstvo EKONÓM, . ISBN 978-80-225-3882-4.
5. TUMPACH, Miloš (2018). Medzinárodné štandardy účtovného výkazníctva. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2018. e-kniha 105 s. [7,41 AH]. ISBN 978-80-225-4591-4.

Syllabus:

1. Application of the IFRS in the Slovak Republic. IFRS Foundation and its bodies (IASB, IFRS IC, SAC). Structure of the IFRS (IFRS, IAS, SIC, IFRIC) and their approval for the use in the EU. Conceptual framework for financial reporting: general principles (faithful presentation, usefulness and relevance of information). Definition, identification, and the recognition of the elements of the financial statements (assets, liabilities, equity, expenses, income). Need for distinction between equity and liabilities. Structure of the complete set of the financial statements in accordance with IAS 1.
2. Balance sheet, its structure, and the distinction of the current and non-current items. Statement of comprehensive income, recognition of profit or loss and other comprehensive income.

Presentation of the operating expenses in accordance with their nature and their function.

Statement of changes in equity. Cash flow statement.

3. Measurement bases, determination of fair value in accordance with IFRS 13, use of discounted cash-flows, market values and acquisition costs. Accounting for borrowing costs in accordance with IAS 23. Impact on the accounting treatment on accounting ratios.

4. Comparability of accounting information. Accounting policy and its changes in accordance with the IAS 8. Use of estimates and presentation of their changes by the entity. Comparison of accounting treatment of changes of policies and estimates. Information about the changes to presented in the notes and statement of changes in equity. Correction of errors.

5. Accounting for plants, property, and equipment in accordance with IAS 16: Scope of the standard and determination of costs for the first-time measurement (including the capitalisation of the borrowing costs, discounting of delayed payments, non-monetary transactions, acquisition funded by grants and provisions for decommissioning).

6. Accounting for plants, property, and equipment in accordance with IAS 16: Subsequent measurement (cost model and revaluation model). Impairment allowances in accordance with the IAS 36. Concept of cash-generating unit. Accounting for reversal of impairment. Accounting for the disposal of plant, property, and equipment. Schedules for changes of plants, property, and equipment in the notes to financial statements. Impact on the accounting treatment on accounting ratios.

7. Accounting for intangible assets in accordance with IAS 38. Scope of the standard, similarities with IAS 16 (first time and subsequent measurement). Distinctions between IAS 16 and IAS 38: capitalisation of expenditures for in-house research and development, limited use of both the residual and the fair values. Schedules for changes of plants, property, and equipment in the notes to financial statements. Impact on the accounting treatment on accounting ratios.

8. Accounting for inventories in accordance with IAS 2. Scope of the standard, inventories held at fair value and net realizable value through profit or loss. Determination of the acquisition cost and its similarities with procedures required by the IAS 16. Impact on the accounting treatment on accounting ratios.

9. Accounting for leases in accordance with the IFRS 16: scope of the standard, economic rationale of leases, general provisions, and accounting for the financial and operating lease by the lessor. Accounting for sale and the leaseback transactions.

10. Accounting for leases in accordance with the IFRS 16: accounting by lessee. Use of incremental borrowing rate. Exemptions for the short-term leases and leases with low value. Schedules for changes of rights to leased asset, other assets arising from leases and lease liabilities in the notes to financial statements. Impact on the accounting treatment on accounting ratios.

11. Accounting for provisions, contingent liabilities, and contingent assets in accordance with the IAS 37. Scope of the standard, economic rationale for the recognition of provisions in balance-sheet and their changes in statement of comprehensive income. Impact on the accounting treatment on accounting ratios.

12. Accounting for contracts with customers in accordance with IFRS 15: Scope of the standard and five steps for determination of the contract with a customer. Determination of the performance obligation. Determination of the consideration and its allocation to various performance obligations. Contracts realized at a point in time and over the time. Determination of the stage of completion.

13. Accounting for contracts with customers in accordance with the IFRS 15: distinction between principal and agents, accounting for consignment contracts, repurchase agreements and "bill and hold" agreements. Combination and the separation of contracts. Impact on the accounting treatment on accounting ratios

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. Zuzana Kubaščíková, PhD.					
Date of the latest change: 17.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21179/21	Title of course: Import and Export Trade Operations (in Russian)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: <ul style="list-style-type: none">• 20 % continuous written test,• 20 % semestral work and its presentation,• 60 % final written exam.	
Student workload: <p>Total: study load 182 hours Separate study load for individual educational activities: Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for the seminars: 13 hours Elaboration of a semestral project: 23 hours Preparation for written verification of knowledge: 24 hours Preparation for the final exam: 70 hours</p>	
Teaching results: <p>Students will possess following abilities:</p> <ul style="list-style-type: none">- ability to understand the issue of import and export trade operations at EU level,- regulation of intra-EU trade operations,- to provide contractually the basic forms of trade operations. <p>Students will obtain following skills:</p> <ul style="list-style-type: none">- to propose solutions in the area of basic import and export trade operations,- to carry out simple business operations and adopt solutions from the areas of international business,- to use creatively different methods in the field of trading principles at EU level and apply such trade operations. <p>Students will gain following competences:</p> <ul style="list-style-type: none">- autonomy in dealing with the specific problems of import and export operations in a changing international environment,- decision-making responsibility for the implementation of simple business operations within the EU,- the ability to present appropriately and professionally their views within the use of basic types of business operations.	
Indicative content:	

The position of foreign trade in the national economy. Quantification of foreign trade in the economy of state. Foreign trade of the Slovak Republic and its importance. The influence of individual industries on the development of Slovakia's foreign trade. Institutional support of foreign trade activities in Slovakia. Development of EU foreign trade. Regulation of trade operations within the EU. Principles of trade within the European Economic Area, with third countries based on preferential and non-preferential agreements. Basic models of business operations: export-import, licensing and investment (capital). Import, export, re-export and re-import trade operations. Methods of carrying out export and import trade operations.

Support literature:

KAŠŤÁKOVÁ, Elena - RUŽEKOVÁ, Viera. Medzinárodné obchodné operácie. Recenzenti: Peter Knapik, Ľuboš Pavelka. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2019. 200 s. [12,97 AH]. VEGA 1/0546/17, VEGA 1/0897/17. ISBN 978-80-225-4611-9.

KAŠŤÁKOVÁ, Elena - PÁSZTOROVÁ, Janka. Vybrané aspekty podpory zahraničného obchodu na Slovensku. Recenzenti: Viera Ružeková, Miloslav Rosenberg. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2020. [74 s.] [4,258 AH]. VEGA 1/0039/20, VEGA 1/0777/20. ISBN 978-80-225-4792-5.

KAŠŤÁKOVÁ, Elena - BEBIAKOVÁ, Dáša. Postavenie zahraničného obchodu Slovenska v období geopolitických zmien : (na príklade obchodovania s Ukrajinou). Recenzenti: Zuzana Kittová, Miloslav Rosenberg. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2017. 117 s. [9,63 AH]. VEGA 1/0546/17. ISBN 978-80-225-4481-8.

KAŠŤÁKOVÁ, Elena - ŽATKO, Matúš. Vplyv geopolitických zmien na potenciál zahraničnoobchodných vzťahov Slovenska s Ruskom. Recenzenti: Zuzana Kittová, Miloslav Rosenberg. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2018. 109 s. [8,15 AH]. VEGA 1/0546/17. ISBN 978-80-225-4597-6.

TAMADA, Dai; ACHILLEAS, Philippe (2017). [SpringerBriefs in Economics] Theory and Practice of Export Control

. , 10.1007/978-981-10-5960-5(), –.doi:10.1007/978-981-10-5960-5

HOLMVALL, Lief. Export & Import - Winning in the Global Marketplace: A Practical Hands-On Guide to Success in International Business, with 100s of Real-World Examples Paperback – July 13, 2016, Publisher : Export Pro Inc.; Second edition (July 13, 2016) <https://www.amazon.com/Export-Marketplace-Hands-International-Real-World/dp/0968114814>

RICH, Jason R. Start Your Own Import/Export Business (Startup) Kindle Edition. Publisher : Entrepreneur Press, 2021, https://www.amazon.com/Start-Your-Export-Business-Startup-ebook/dp/B08WHFY1CK/ref=pd_sim_3/133-1651710-7527134?pd_rd_w=4YqW1&pf_rd_p=6caf1c3a-a843-4189-8efc-81b67e85dc96&pf_rd_r=1SNJS3EWYGTJ7C96P8G&pd_rd_r=f1890470-d05d-4561-9c94-5868007b5434&pd_rd_wg=2qNSM&pd_rd_i=B08WHFY1CK&psc=1

Syllabus:

1. The position of foreign trade and the national economy. Characteristics of basic terms.
2. Quantification of foreign trade in the economy of state. One-factor and multi-factor evaluation indicators. The role and importance of the WTO in the regulation of world trade.
3. Changes in the development of SR foreign trade after accession to the EU in the territorial and commodity structure. Factors influencing development prediction.
4. The influence of individual industries on the development of SR foreign trade.
5. Institutional support of foreign trade activities in Slovakia. Institutions supporting foreign trade activities in Slovakia and their importance.
6. Development of EU foreign trade. Territorial and commodity structure. Trade in services. Development of foreign direct investment in the EU.

7. Regulation of trade operations within the EU. INTASTAT statistical survey. RAPEX and RASFF rapid information exchange systems. Common commercial, agricultural and energy policies. Development prediction.
8. Principles of trade within the European Economic Area. EEA Agreement. The European Free Trade Association, its importance and the difference between the EFTA and the EU. The special position of Switzerland.
9. Principles of trade with third countries based on preferential agreements by way of example (South Korea, Canada, Ukraine, Japan, United Kingdom, Western Balkans).
10. Principles of trade with third countries based on non-preferential agreements (USA, Russia, other CIS countries, China, India, MERCOSUR, Philippines, Indonesia, Australia, New Zealand, etc.).
11. Individual types of business operations in international trade. Basic models of trade operations: export-import, licensing and investment (capital). Advantages and disadvantages of individual models.
12. Import, export, re-export and re-import trade operations. Their importance and use in international business.
13. Methods of realization of export and import trade operations. The course and provision of such business operations in international trade.

Language whose command is required to complete the course:

Russian language

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. Mgr. Elena Kašáková, PhD.

Date of the latest change: 22.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KHP NHF/NND21253/21	Title of course: Industriálna ekonómia (v anglickom jazyku)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KET NHF/NNE21008/21-Advanced Microeconomics	
Requirements to complete the course: Evaluation during the semester and homework 40 % Final exam 60 %	
Student workload: Total study load 156 hours Lectures 26 hours Seminars 26 hours Preparing for seminars and seminar homework 26 hours Preparing for evaluations during the semester 26 hours Final exam preparation 52 hours	
Teaching results: Completing the subject student will deepen knowledge about microeconomics with respect to markets and firm strategies in imperfect competition. The student will understand theoretical models reflecting different market structures and other market characteristics. She/he will know theoretical origins and ways of sustaining and enforcing market power. The student will understand the consequences of market power existence. Applying theoretical knowledge on seminars through empirical examples and using a real data student will deepen analytical capacities. The student will gain analytical skills directly from working in statistical software Stata and R. She/he will form research question and a set of hypotheses based on theoretical knowledge and empirically test them using micro-data and advanced econometrics.	
Indicative content: 1. Strategic interactions and game theory 2. Decisions with strategic substitutes 3. Decisions with strategic complements 4. Strategic decisions in a dynamic environment 5. Leader-follower model 6. Dynamic models of price competition 7. Origin of market power 8. Vertical differentiation 9. Horizontal product differentiation	

- 10. Market entry and exit
- 11. Entry in case of product differentiation
- 12. Application of entry models

Support literature:

Belleflamme, Paul, and Martin Peitz. Industrial organization: markets and strategies. Cambridge University Press, 2015.
Pepall, Lynne, Dan Richards, and George Norman. Industrial organization: Contemporary theory and empirical applications. John Wiley & Sons, 2014.
Motta, Massimo. Competition policy: theory and practice. Cambridge University Press, 2004.

Syllabus:

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. Martin Lábaj, PhD., Ing. Richard Kališ, PhD.

Date of the latest change: 17.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIM FPM/ MMA21015/21	Title of course: Information Technology Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KIM FPM/MMA21017/21-Business Informatics (in English) or KIM FPM/MMA21018/21-Business Information System (in English)	
Requirements to complete the course: 15 % continuous written work, 15 % presentation of seminar work, 70 % written examination Student's workload (in hours): Student's workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. Competence: <ul style="list-style-type: none"> • 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, • apply IT management best practices contained in IT management standards and ISO norms in order to achieve alignment of IT with business activities, • 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, Skill: <ul style="list-style-type: none"> • identify development trends in type application software, • understand the philosophy behind standardised frameworks and standards used in IT management, • apply recommended practices for the implementation of IT management processes, • evaluate the effectiveness of IT projects and the efficiency of IT operations, 	

- generate master and movement data in an ERP system,
- 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.
2. VOŘÍŠEK, Jiří. Principy a modely řízení podnikové informatiky. Praha : Oeconomica, 2008. 328 s. ISBN 978-80-245-1440-6.
3. ROMANOVÁ, Anita — KOKLES, Mojmir –ROMANOVÁ, Terézia. Riadenie IT služieb v kontexte IT Governance. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2019. 143 s. ISBN 978-80-225-4639-3.
4. ROMANOVÁ, Anita. Manažment informačných systémov. Bratislava : Vydavateľstvo EKONÓM, 2007. 143 s. ISBN 978-80-225-2321-9.
5. KOKLES, Mojmir - ROMANOVÁ, Anita. Informačný systém podniku. Bratislava : Vydavateľstvo EKONÓM, 2007. 183 s. ISBN 978-80-225-2286-1.

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.
6. MOLNÁR, Zdeněk. Efektivnost informačních systémů. Praha : Grada Publishing, 2000. 185 s. ISBN 80-7169-410-X.

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: 12

A	B	C	D	E	FX
16.67	25.0	50.0	8.33	0.0	0.0

Lecturer: doc. Ing. Vladimír Bolek, PhD., doc. Ing. Mgr. Róbert Hanák, PhD., doc. Ing. Anita Romanová, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21170/21	Title of course: Intercultural Communication (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 40% - participation in seminars and assignments 60% - final exam	
Student workload: Total study load: 104 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars, multicultural and multilingual team coordination, assignments: 39 hours Preparation for the final exam: 13 hours	
Teaching results: Students will possess following abilities: - Ability to address the multidimensional nature of cultural intelligence; - Knowledge of verbal and non-verbal communication; - Ability to follow trends in intercultural communication as a prerequisite for further development of qualification. Students will obtain following skills: - Holistic approach to the ethical, societal and economic context of cultural intelligence; - Effective participation in teamwork addressing practical issues of intercultural communication and appropriate presentation of teamwork outcomes; - Capability to present own positions in managerial positions as well as in individual pursuit of business activities in the international environment; Students will gain following competences: - Application of intercultural competence in practice; - Aptitude to adapt to the dynamic international environment; - Aptitude to pursue lifelong learning in terms of intercultural competence as a prerequisite for further development of qualification.	
Indicative content: Introduction to intercultural communication; verbal and non-verbal communication; survey/self-assessment.	
Support literature:	

Online sources and case studies

PETERSON, B. Cultural Intelligence: A Guide to Working with People from Other Cultures. (1st ed. 2004 - ISBN 2901931930009, 2nd ed. 2018 - ISBN 978-1717848406). Across Cultures.

AXTELL, R. Do's and Taboos around the World. New York: John Wiley & Sons, Inc., 1993. ISBN 0-471-59528-4.

AXTELL, R. Do's and Taboos of Hosting International Visitors. New York: John Wiley & Sons, Inc., 1990. ISBN 0-471-51570-1.

Syllabus:

A. Introduction to Intercultural Communication

1. Introduction, Making Initial Contacts Across Cultures & Impressions

2. Cultural Intelligence I.

3. Stereotypes Across Cultures

B. Verbal and Non-verbal Communication

4. Introduction into Verbal Communication and Non-Verbal Communication

5. Non-Verbal Communication: Values & Cultural Shock

6. Cultural Intelligence II. - The International Businessperson Across Cultures

7. Hospitality Across Cultures

8. Verbal Communication: International Misunderstandings

9. Verbal Communication: Use of Interpreters

10. Verbal Communication: Language in Business & Business Language

C. Survey/Self-assessment

11. Media in Business Across Cultures, IT in Business Across Cultures

12. Contracts Across Cultures, Laws Affecting International Business

13. Cultural Intelligence III.

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. Denisa Čiderová, PhD., MA, Ing. Henrich Juhás, Ing. Viktória Peštová

Date of the latest change: 22.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21037/21	Title of course: Intercultural Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: 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)	
Requirements to complete the course: 40% continuous written work, 60% written or oral or combined exam Student's workload (in hours): student workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. • 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. • Understand the current consequences of globalization in a changing European and global social situation. • Go interdisciplinary and complementary from theoretical definitions and reflections, through the interpretation of existing research to the reflection of Slovak managerial practice. Competence: <ul style="list-style-type: none"> • 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. • Make effective use of the dimensional approach of cultural paradoxes addressed by businesses and social institutions around the world. • 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. 	

- Design solutions and defend conclusions or recommendations to increase the efficiency of business activities.

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:

Week 1:

Introduction to intercultural management.

Week 2:

Intercultural social environment of the manager.

Week 3:

Intercultural values.

Week 4:

Understanding the role of culture in management.

Week 5:

Strategy and intercultural management.

Week 6:

Human resources management and intercultural management.

Week 7:

Organizational structures and intercultural management.

Week 8:

Knowledge management and intercultural management.

Week 9:

Culture-driven intelligence of a manager.

Week 10:

Manager and cultural meetings.

Week 11:

Study of cultural differences for managerial purposes.

Week 12:

Well-being and intercultural surveys around the world.

Week 13:

Interdisciplinarity of intercultural management.

Thematic definition of exercises:

1 week:

Introduction to the course.

Week 2:

Global manager environment.

Week 3

Hofstede's cultural context.

Week 4

Trompenaars' cultural context.

Week 5

Strategy and intercultural management.

Week 6

Human resources management and intercultural management.

Week 7:

Organizational structure and intercultural management.

Week 8:

Expatriate management and intercultural management.

Week 9:

Motivation and leadership.

Week 10:

Managers and cultural meetings.

Week 11:

Integration project.

Week 12:

Presentation of seminar papers I.

Week 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, 1991. 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. ManagingAcrossBorders: 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:

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. Natália Tarišková, PhD., doc. Ing. Mgr. Zuzana Joniaková, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIK FAJ/JJB21504M/22	Title of course: Intercultural communication in French
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: Requirements to complete the course: Interim evaluation: 40% Final evaluation: 60%	
Student workload:	
Teaching results: The aim of the course is to deepen and interconnect theoretical knowledge on culture, communication (its verbal and nonverbal elements), intercultural communication and facts of French speaking countries in comparison with default culture with their practical usage in simulated situations. The course focuses on elements of intercultural communication, on topics such as identity and otherness, on the function of media by transfer of stereotypes and biases, processes of acculturation and immigration. The output of the course is student's active use of professional terminology and ability to discuss current issues, which are part of social debate in French speaking countries. Students acquire extensive vocabulary in the area of history, sociocultural context, economic and political language. Furthermore, students are able to analyze their own culture identity, develop critical attitudes towards society to which they belong, and confront it with attitudes towards other cultures. Students manage to overcome the barrier of ethnocentrism and understand the danger of prejudice in the process of intercultural communication. Additionally, they acquire sociocultural competence and they are able to grasp the mentality of French speaking population and apprehend the coexistence of different ethnic and religious groups.	
Indicative content: Indicative content: - Ethnocentrism, chauvinism, racism, nationalism, acculturation - Stereotypes: France vs. Slovakia - Possibilities of preventing communication problems in intercultural environments - Causes of conflicts, methods and techniques of conflict resolution - Methods and techniques for solving intercultural problems - Ethnocentrism versus globalization	
Support literature: Support literature:	

Required:

1. BOURSE, M. – YÜCEL, H. (2019): Communication interculturelle : mode d'emploi. Paris: L'Harmattan.
2. PRETCEILLE, M. (2020): La communication interculturelle. Entre pertinence et impertinence. Paris: L'Harmattan.
3. SCHMITT, F. (2015): Les cultures française et slovaque. Analyses comparatives de représentations sociales. Louvain-la-Neuve: EME Modulaires.

Optional:

1. ASTRE-DÉMOULIN, M.-J. – ABELLAN, J. (2021): La marmite gauloise. Pourquoi le monde ne veut pas travailler avec nous, les Français. Paris: La Boîte à Pandore.
2. DRUMMOND, V. (2021): Le management interculturel. Comprendre la diversité culturelle pour mieux manager les équipes. Le Mans : Gereso.
3. LADMIRAL, J.-R. – LIPIANSKY, E. M. (2015): La communication interculturelle. Paris: Les Belles Lettres.
4. LIHUA, Z. (2014): Communication interculturelle entre les Chinois et les Français. Paris: Éditions Le Manuscrit.
5. ROLLAND, H. (2020): Des cultures et des entreprises. Une étude France-Québec. Paris: L'Harmattan.

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

French

Notes:**Assessment of courses**

Total number of evaluated students: 49

A	B	C	D	E	FX
48.98	44.9	6.12	0.0	0.0	0.0

Lecturer:**Date of the latest change:** 18.01.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIK FAJ/JJB21401M/22	Title of course: Intercultural communication in Spanish
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: Requirements to complete the course: Interim evaluation: 40% Final evaluation: 60%	
Student workload:	
Teaching results: The aim of the course is to deepen and interconnect theoretical knowledge on culture, communication (its verbal and nonverbal elements), intercultural communication and facts of Spanish speaking countries in comparison with default culture with their practical usage in simulated situations. The course focuses on elements of intercultural communication, on topics such as identity and otherness, on the function of media by transfer of stereotypes and biases, processes of acculturation and immigration. The output of the course is student's active use of professional terminology and ability to discuss current issues, which are part of social debate in Spanish speaking countries. Students acquire extensive vocabulary in the area of history, sociocultural context, economic and political language. Furthermore, students are able to analyze their own culture identity, develop critical attitudes towards society to which they belong, and confront it with attitudes towards other cultures. Students manage to overcome the barrier of ethnocentrism and understand the danger of prejudice in the process of intercultural communication. Additionally, they acquire sociocultural competence and they are able to grasp the mentality of Spanish speaking population and apprehend the coexistence of different ethnic and religious groups.	
Indicative content: Indicative content: - Ethnocentrism, chauvinism, racism, nationalism, acculturation - Stereotypes: Spanish speaking countries vs. Slovakia - Possibilities of preventing communication problems in intercultural environments - Causes of conflicts, methods and techniques of conflict resolution - Methods and techniques for solving intercultural problems - Ethnocentrism versus globalization	
Support literature: Support literature:	

Required:

1. CELEDON, M. (2021): Comunicación intercultural. Madrid: FC Editorial. ISBN: 9788417701529.
2. IVORA PÉREZ, F. M. (2014): La comunicación intercultural y el discurso de los negocios. Alicante: Publicaciones de la Universidad d'Alicante. ISBN: 978-84-9717-313-1.
3. PLAZA DEL PINO, F. J. (2018): Comunicación, cuidado y vida en la diversidad : una propuesta de formación intercultural. Almería: Universidad de Almería. ISBN: 9788416642618.

Optional:

1. BECHER, G. (2007): Publicidad intercultural: componentes. Albacete: @becedario. ISBN: 9788496560277.

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

Spanish

Notes:**Assessment of courses**

Total number of evaluated students: 62

A	B	C	D	E	FX
64.52	29.03	6.45	0.0	0.0	0.0

Lecturer:**Date of the latest change:** 18.01.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/VOB22186/22	Title of course: International Business (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: <ul style="list-style-type: none"> • 10% - active participation within seminars • 15% - semester work and its presentation • 15% - seminar test • 60% - final exam 	
Student workload: 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	
Teaching results: Students will possess following abilities: <ul style="list-style-type: none"> - understanding the genesis and nature of the key theoretical framework of international trade, - basic terminology and connections between concepts in the field of foreign trade, international trade and international business, - territorial and commodity (sectoral) structure of international trade, - 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, - current state, structure and problematic aspects of foreign trade of the Slovak Republic and foreign market expansion modes for the Slovak entrepreneur. Students will obtain following skills: <ul style="list-style-type: none"> - identification of basic platforms, publicly available databases and different classifications for international trade and foreign direct investment reporting, - to orientate in the competencies, goals, mission and basic bodies of institutions operating in international trade, - 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, 	

- 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: 0

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

Lecturer: doc. Ing. Stanislav Zábojník, PhD., doc. Ing. Dušan Steinhäuser, PhD., Ing. Kristína Drieniková, PhD., Ing. Tatiana Hlušková, PhD.

Date of the latest change: 12.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KMO OF/VOB22194/22		Title of course: International Business (in English)			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 6					
Recommended semester/trimester of study:					
Degree of study: I., N					
Prerequisites:					
Requirements to complete the course:					
Student workload:					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
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. Stanislav Zábojník, PhD., Ing. Kristína Drieniková, PhD., Ing. Tatiana Hlušková, PhD., Ing. Daniel Krajčík, PhD., Ing. Matúš Žatko, PhD.					
Date of the latest change: 21.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21126/21	Title of course: International Business Strategy (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20% active participation and case study discussions 20% seminar paper 60% final exam	
Student workload: 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	
Teaching results: 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: 0

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

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

Date of the latest change: 22.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMP FMV/VVC22009/22	Title of course: International Economic Law (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 4 Per course: 26 / 52 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 30% - active participation in the semester work - semester presentations, case studies 70 % - oral exam evaluation	
Student workload: Lecture participation 26hrs, seminar participation 52hrs, preparation for seminars 13hrs, work on semester presentations, case studies 13hrs, preparation for oral exam 52hrs	
Teaching results: The aim of the course is to clarify the basic legal architecture of international economic relations, its main pillars, fundamental principles, rules, functioning of major institutions and other actors in the multilateral trading system, international investment, monetary, financial relations, and their correlation, dispute resolution and current developments in this area. It includes an analysis of legal sources as well as the landmark and current disputes and case studies in the field of international economic law. Knowledge: knowledge and understanding of characteristics, principles and rules of operation of individual branches of international economic law, understanding of the relationship between international law, international economic law and national law, the ability to critically analyze the current legal framework of individual branches of MEP, including its advantages and challenges. Competences: understanding the legal aspects of international economic relations. Skills: the ability to work with various sources of international economic law, including the decisions of relevant dispute settlement bodies, and to apply the knowledge acquired in analyzing current issues in international economic relations.	
Indicative content: The aim of the course is to clarify the basic legal architecture of international economic relations, its main pillars, fundamental principles, rules, functioning of major institutions and other actors in the multilateral trading system, international investment, monetary, financial relations, and their correlation, dispute resolution and current developments in this area. It includes an analysis of legal sources as well as the landmark and current disputes and case studies in the field of international economic law. Knowledge: knowledge and understanding of characteristics, principles and rules of operation of individual branches of international economic law, understanding of the relationship between international law, international economic law and national law, the ability to critically analyze the current legal framework of individual branches of MEP, including its advantages	

and challenges. Competences: understanding the legal aspects of international economic relations. Skills: the ability to work with various sources of international economic law, including the decisions of relevant dispute settlement bodies, and to apply the knowledge acquired in analyzing current issues in international economic relations.

Support literature:

LOWENFELD, A. 2008. International Economic Law. Oxford: Oxford University Press. 2. vydanie. 2008. ISBN 978-80-7400-752-1.

BOSSCHE, P. v.d. 2017. Law and Policy of the World Trade Organization. Cambridge: Cambridge University Press. 2017. ISBN 978-13-1661-052-7.

DOLZER, R., SCHREUER, Ch. 2012. Principles of International Investment Law. Oxford: Oxford University Press. 2. zrevidované vydanie. 2012. ISBN 978-01-9965-180-1.

ANDHOV, Alexandra - BROCKOVÁ, Katarína - ŠIMALOVÁ, Katarína. Slovakia. In Investment Arbitration in Central and Eastern Europe : Law and Practise. - Cheltenham; Northampton : Edward Elgar Publishing, 2019. ISBN 978-1-78811-516-2; 978-1-78811-517-9

Syllabus:

1. Basic characteristics of international economic law - concept, subject of study, branches, sources, subjects, principles of IEL, relationship between IEL, international public law and international private law, concept of economic sovereignty of the state.
2. WTO, its history and fundamental legal framework – Havana Charter and the GATT 1947 – historical context, structure of GATT 1947, organs of GATT 1947; WTO Agreement and its annexes; principles, specific features and structure of the WTO legal system; WTO and SR/EU.
3. Fundamental principles and rules of the multilateral trading system – main principles , rules for market access.
4. Rules for unfair competition – rules applicable to dumping, subsidies.
5. Exceptions from rules of the multilateral trading system rules – general exceptions, security exceptions, economic integration exceptions.
6. WTO dispute settlement system – historical development of the trade dispute settlement system within GATT/WTO; main bodies of the WTO DSS; WTO dispute settlement procedure; main challenges and current development in WTO dispute settlement system.
7. Legal framework for international investment – economic and legal dimension of international investment; investor, host state; sources of international investment law; legal regime of international investment protection – multilateral, plurilateral and bilateral investment agreements.
8. Fundamental principles of international investment protection – historical overview, current developments – non-discrimination, FET, full protection and security, applicability of MFN, exceptions in international investment agreements and investment chapters of trade and economic agreements.
9. Investor-State dispute settlement system – diplomatic protection, national courts, international arbitration and conciliation procedures ICSID, ICSID Additional Facility,; - ad hoc arbitration under UNCITRAL rules, current developments in the investor-state dispute settlement system.
10. Basic characteristics of international financial institutions - an overview of the system of international monetary and financial law; sources, entities, major monetary and financial institutions; the mission, structure, characteristics and voting mechanisms of the individual components of the World Bank Group.
11. International Monetary Fund - the concept, subject and sources of international financial and monetary law and the international monetary system; IMF mission, structure, decision-making mechanisms; the definition of special drawing rights and the IMF's conditionality characteristics; the basic preconditions, conditions and forms of use of general IMF resources in comparison with

the legal conditions for the provision of funds from individual World Bank organizations; IMF exchange rate system and IMF supervision.

12. International development law - concept, subject, sources, basic international legal framework, institutional connections, sustainable development goals.

13. Current developments in the legal aspects of economic integration in Europe, North America, South America, Africa, Asia, Australia and between these regions.

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: Dr. habil. JUDr. Ing. Katarína Brocková, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21399/22	Title of course: International Energy Market and Decarbonization (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 40% Semester work and its presentation 60% final exam (written test)	
Student workload: Total: study load 4 credits x 26 h = 104 hours Separate study load for individual educational activities: Attendance at seminars/lectures: 26 hours Preparation of the semester work and its presentation: 26 hours Preparation for the final exam: 52 hours	
Teaching results: Students will possess following abilities: <ul style="list-style-type: none">- to be familiar with the principles of trading on the international market with energy carriers and their implications for the energy policy of the Slovak Republic,- understand the development and state of play of the EU Energy Union,- EU decarbonisation policies and impacts on the competitiveness of the Slovak exports. Students will obtain following skills: <ul style="list-style-type: none">- competently process information from international databases and reports in the field of the international energy market as well as specific energy carriers,- identify the impacts of regulation on business plan in the energy sector,- prepare an analytical document on the current state of a specific problem in the field of energy at the international level or within the Slovak Republic. Students will gain following competences: <ul style="list-style-type: none">- a comprehensive overview of business opportunities arising from current trends in the international energy market,- understand the specificities and degrees of regulation in the energy market,- the ability to identify opportunities arising from EU funds allocated to the energy sector.	
Indicative content: International energy market with emphasis on the hydrocarbon market and the state of energy security in the Slovak Republic and the EU. Specific aspects of foreign trade in energy carriers of the Slovak Republic and impacts on foreign trade and its structure. Energy union, origin, pillars and decarbonisation initiative. The impact of decarbonisation measures and the Green Deal on the	

competitiveness of Slovak exporters via the obligation to trade emission allowances and bear the costs of supporting more extensive usage of renewable resources.

Support literature:

BALÁŽ, Peter, Florián MARGAN, Viera RUŽEKOVÁ a Stanislav ZÁBOJNÍK. Energetická bezpečnosť v období globalizácie a jej vplyv na konkurencieschopnosť EÚ. Bratislava: Sprint dva, 2011, 278 s. [14,40 AH]. Economics. ISBN 978-80-89393-70-1.

BALÁŽ, Peter. Ropa a svetové hospodárstvo v období globalizácie. Bratislava: Sprint vfra, 2001, 215 s. ISBN 80-88848-85-7.

KAŠŤÁKOVÁ, Elena a Matúš ŽATKO. Vplyv geopolitických zmien na potenciál zahraničnoobchodných vzťahov Slovenska s Ruskom. Bratislava: Vydavateľstvo EKONÓM, 2018, 109 s. ISBN 978-80-225-4597-6.

BALÁŽ, Peter. Nové výzvy v oblasti európskej energetickej bezpečnosti a ich vplyv na konkurencieschopnosť EÚ v horizonte do roku 2020 (č. 1/0550/14): záverečná správa k vedeckému projektu VEGA za roky 2014-2016. Bratislava: Vydavateľstvo EKONÓM, 2016, 147 s. ISBN 978-80-225-4338-5.

MIŠÍK, Matúš. Energetická politika v rozšírenej Európskej únii: roly a preferencie Českej republiky, Poľska a Slovenska. Praha: Ústav mezinárodných vzťahů. 2013. 205 s. ISBN 978-80-87558-13-3.

BALÁŽ, Peter. Energia a jej vplyv na hospodársky rast svoj svetovej ekonomike. 1. vyd. Bratislava: Sprint-vfra, 2007. 275 s. ISBN 9788089085873.

NIES, S. et al. The European Energy Transition: Actors, Factors, Sectors. European Energy Studies. Florence School of Regulation. Clays and Casteels Law Publishing. 2019. Leuven. 545 s. ISBN: 9789077644607, e-book: 9789077644591.

Syllabus:

Current development of the international energy market according to IEA and EIA.

2. Energy policy and energy security of the Slovak Republic.

3. The most important companies on the international energy market and foreign shareholders in the Slovak energy sector.

4. Problems and challenges of the European energy market. Regulation of the international and national energy market.

5. EU Energy Union.

6. EU and Slovak energy policy, winter legislative package of the European Commission from 2016.

7. International energy market with coal and oil, energy security of the Slovak Republic in the realm of oil supply.

8. International energy market with natural gas, energy security of the Slovak Republic in the realm of natural gas supply.

9. International energy market with nuclear fuel.

10. International electricity market. Energy security of the Slovak Republic in the power industry and cross-border transmissions.

11. Decarbonisation and renewable resources. The position of renewable sources in the energy balance of the Slovak Republic and the impacts on the competitiveness of industrial exporters in the Slovak Republic.

12. Carbon tariffs and their importance in the EU's common commercial policy.

13. Electromobility and its effects on the international energy market.

Language whose command is required to complete the course:

Slovak, 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. Stanislav Zábajník, PhD.					
Date of the latest change: 22.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KBaMF NHF/ NNC21253/21	Title of course: International Finance (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: written essay preliminary tests written examination Methods and elements of assessment: Students' performance during seminars – 30 % from which: Individual report or essay and its presentation – 10% Activity during seminars – 10% Written test – 10 % 2. Final written test – 70 %	
Student workload:	
Teaching results: This course is designed to offer students a better understanding of the functioning of the international monetary system in the context of increasingly globalized financial markets and economic policies. The course should help students understand the key determinants of global capital mobility and the role of monetary and exchange rate policies in this process. In general after taking this course, students should be able to the following: a) To understand and to be able to apply theories and models in international finance in decision making process, b) To develop quantitative skills to undertake empirical research in areas of exchange rate, interest/ rate parity and balance of payments and other areas in international finance. Knowledge and understanding. After studying this course students should be able to: Understand the international classifications of the balance of payments and of the international investment position, Understand the mechanics of financing the balance of payments deficits or surpluses, Clearly identify the determinants of movements in the exchange rates over time, Understand the changing nature of global financial landscape and international monetary system, Be able to distinguish early warning signals for banking and currency crises, Write a critical summary of literature in the international finance area,	

Skills and attributes. After studying this course students should be able to:
To quantify relationships between movements in interest rates and exchange rates,
To interpret empirical works in the area of interest rates and exchange rates,
Conduct primary research based on real data (country, government or non/government),
Offer a balanced judgment on critical issues in international finance,
Deliver effective and clear presentation and offer some policy implications.

Indicative content:

1. International finance – Introduction. The formation of the IMS, history and current development of the IMS and key institutions. The importance of various macroeconomic policies, transitional regimes of exchange rates, exchange rates manipulations. Trends towards monetary integration. Reserve currencies. Weakened quality of the US financial market. Markets support and moral hazard problem.
2. Balance of Payments as a mean of assessing the external balance/imbalance of a country. Balance of payments as element of foreign exchange demand and supply. Foreign exchange interventions and foreign reserve assets. International liquidity. Current account and capital account analysis. Current trends in international capital flows. Capital inflow and outflow and the impact on domestic macro policies.
3. Balance of Payments as a mean of assessing the external balance/imbalance of a country. The importance of the macro policies for the IMS stability. The impact of macro policies on the international finance and the global economy. The problem of international coordination of macro policies. External imbalances. Different approaches to explanation of global macro imbalances. The drivers of international financial flows. Global excess of savings versus suboptimal macro policy. The impact of real interest rates on savings and investments.
4. International indebtedness and international capital flows. Foreign debt in times of financial crisis. Indicators of the foreign debt sustainability. Foreign indebtedness – case of developed, catching up and developing economies. Debt ownership and debt forgiveness. IMF and capital mobility liberalization. Capital inflow and outflow and the impact on domestic policies.
5. Exchange rates models and classifications. Foreign exchange market. Economic and financial determinants of the exchange rate variable. Exchange rates formation. Money, interest rates and exchange rates interrelations. Current account, capital account and the exchange rate interrelations. Price level and exchange rate – short term and long-term perspective. Equilibrium exchange rate concept and its estimation. Theoretical approach to real effective exchange rate estimation.
6. International finance parity relations. Absolute and relative purchasing power parity. PPP line. Harrod- Balassa-Samuelson model. International Fischer effect, Penn’s effect. Interest rate parity covered and uncovered version. Carry trade.
7. Hedging and hedging strategies as a mean of currency risk elimination. Currency risk management. Derivatives usage in currency risk management.
8. Choosing the exchange rate regime. System and criteria for classification of the exchange rate regime. Exchange rate policies. Different models of exchange rates. Economic aspects of fixed and flexible exchange rates. Transitional exchange rate regimes. Macro policy design under different exchange rate regimes. Nominal, nominal effective, real and real effective exchange rate.
9. Optimal Currency Area. Economic integration – advantages and disadvantages of fixed exchange rate. Deciding about monetary union membership. Theory of optimal monetary area – European experience. Trilemma in international finance.
10. Foreign exchange market and exchange rate manipulation. Simultaneous equilibrium on money and exchange rate market. Forex markets effectiveness. Overshooting according to Dornbusch. Foreign exchange interventions. Competitive devaluations.
11. The position of developing and catching up economies. Question of the economic performance in relation to liberalization of the capital mobility. Sensitiveness towards speculation attacks. Trends in their exchange rates development.

12. Models of currency crisis and early warning system models. Balance of Payments crisis in the world. The role of international and key national institutions in liquidity steering and liquidity crisis management. International financial centers.

13. Current issues in International Finance World.

Depending on the most recent topic in International Finance Area.

Support literature:

Durčáková, J. – Mandel, M. Mezinárodní finance, 4. vydanie, Management Press, 2010.

2. IMF: Balance of Payments Manual, 6th edition, 2009.

3. Jankovská a kol. Medzinárodné financie, Wolters Kluwer, 2003.

4. Kotlebová, J. - Chovancová, B. Medzinárodné finančné centrá – zmeny v globálnej finančnej architektúre, Wolters Kluwer Bratislava 2010.

5. Chovancová a kol. Finančné trhy – nástroje a transakcie, Wolters Kluwer Bratislava, 2016.

6. Mandel, M. – Tomšík, V. : Monetárni v období konvergence a krize, Management Press, 2018.

7. Pilbeam, K.: International Finance, 4th edition, Palgrave Macmillan, 2013.

8. Krugman, P. – Obstfeld, M. – Melitz, M. International Economics – Theory and Policy, 10th edition, Pearson, 2013.

Syllabus:

Language whose command is required to complete the course:

english language

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. Boris Fišera, PhD., Ing. Barbora Stanová, PhD.

Date of the latest change: 07.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22023/22	Title of course: International Financial Institutions and International Financial Relations (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 4 Per course: 26 / 52 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 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).	
Student workload: 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.	
Teaching results: 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: 0

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

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

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

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

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).

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 Procházková, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMPV FMV/ VVB22009/22	Title of course: International Political Relations 1 (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 4 / 4 Per course: 52 / 52 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: The final evaluation of the student is based on continuous assessment during the semester and a final written test according to the following criteria: 40% of the overall assessment consists of continuous control during the study (participation 10%, activity / control questions 10%, elaboration of semester work 20%). The final evaluation is realized by a written test (60% of the total evaluation of the course).	
Student workload: Attendance at lectures 52 hours, participation in seminars 52 hours, preparation for seminars and semestral project 26 hours, preparation for the exam 56 hours	
Teaching results: The aim of the course is to understand the basic theoretical and historical-logical context of international political relations as a basic prerequisite for the study of other subjects of political science, economics and law at the Faculty of International Relations EUBA. The ambition of the course is to contribute to the preparation of graduates equipped with knowledge, skills and competencies that are required to apply as a qualified professional in the field of international political relations at the level of lower and middle management in Slovak or international companies operating in an international environment. Knowledge: The student will learn the basic terminology, principles of operation of processes and phenomena and the essence of facts from the field of international political relations. He/she will be able to analyse the basic historical and logical context determining the nature of current international political relations and take a critical view of them. He/she will gain the ability to apply the acquired theoretical knowledge in practical life and to orientate himself in the field of international political relations in the performance of his profession. Competences: In accordance with the graduate profile, he/she will gain the competence to work as a member of an expert team in the field of international political relations. He/she will be able to think critically, abstract relevant facts in the field that will be the subject of his job, especially in an international team or in a national team in cooperation with foreign partners. In his/her job, he/she will be able to present his/her own proposals and solutions at the level of lower and middle management. He/	

she will gain the competence to relevantly evaluate theoretical and practical issues in state and municipal administration, in public and private institutions, in the field of international political relations. He/she will have social, moral and the ethical knowledge needed to apply them to a wide range of social and political knowledge and skills.

Skills:

As part of the study of the subject International Political Relations I., he / she will acquire the ability to independently creatively prepare materials for decision-making within his/her professional activity and to continue to expand and enrich own knowledge and skills with the latest knowledge in the field of international politics. The graduate will be able to creatively use communication methods in the management of relations with partners of the institution in which he/she will work. After completing the course, the student should:

- recognize and understand key concepts and terminology related to the theory and history of international relations;
- be able to identify the main historical stages of international relations, their development, the reasons for their expansion or fall;
- master the basic terminological instruments of the theory of international relations and be able to have a critical professional discussion on topics related to theoretical and historical issues of an international-political nature.

Indicative content:

Introduction to the study of international relations. Stages of development of international relations. Theory of international relations I. Theory of international relations II. The structure of the world political system. Foreign politics. Actors of world politics. International organizations. Historical development of international organizations. United Nations (UN) and international security. Regional organizations. OSCE. ASEA. African Union. Post-war world order. The end of bipolarity.

Support literature:

NYE, J. S. – KEOHANE, R. O.: Transnational Relations and World Politics. Harvard University Press, 2014. 464 s. s. 329 – 349. ISBN 978-0674593145.

KAPLAN, M. A.: System and Process in International Politics. ECPR Press, 2005. s. 34 – 86. 258 s. ISBN 978-0954796624.

McDERMOTT, R.: Political Psychology in International Relations. s. 215 – 238. 320 s. ISBN 978-0472067015.

WALLERSTEIN, I.: The Decline of American Power. The New Press; Edition Unstated, 2003. Kapitoly 2, 3, s. 31 – 68. 324 s. ISBN 978-1565847996.

RITTBERGER, V., ZANGL, B., KRUCK, A., DIJKSTRA, H. International Organization, Third Edition, London: Red Globe Press, 2019.

ARCHER, C.: International Organizations, Fourth Edition, Routledge, London and NY, 2015.

KATZ COGAN, J., HURD, I., JONSTON, I. (ed.) Oxford Handbook of International Organizations, Oxford: Oxford University Press, 2016

WEISS, G.T., WILKINSON, R. (eds). International Organization and Global Governance, London: Routledge, 2018.

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.

Syllabus:

1. Introduction to the study of international relations. Definition of the term and subject, origin and characteristics of the term international relations.

2. Stages of development of international relations. Westphalian system, European concert of great powers during the 19th century, world wars, the Cold War, the fall of the so-called Eastern Bloc and the decomposition of the USSR.
3. Theory of international relations I. Theory of idealism and theory of realism in international relations.
4. Theory of international relations II. Marxism, transnationalism, behavioralism, neorealism, neoliberalism, positivism, postpositivism.
5. The structure of the world political system. The concept of power in international relations, anarchy and balance of power, the distribution of power in the international system (powers, "middle powers", "small powers"). Concepts of power balance and balance of forces. Power structure in the international system (multipolarity, bipolarity, hegemony).
6. Foreign politics. General characteristics, national interest - state interest, national interest - origin, nature, idea, structure of national interests, ways of promoting the national interest, state tools for its implementation, decision-making in foreign policy.
7. Actors of world politics. State, nation state, interstate organizations, government actors, non-governmental actors, alliances, the concept of world order.
8. International organizations. Definition of the concept of international organization and its development. International institutions and international organizations. Classification of international organizations.
9. Historical development of international organizations. Political, economic and technological preconditions for the establishment of international organizations. International organizations in 1814-1914 and 1918-1945. League of Nations as the first universal international organization. The founding of the UN. International organizations during the Cold War. Development of international organizations after 1990.
10. United Nations (UN) and international security. UN goals and organizational structure. Powers of the UN Security Council in ensuring peace and security. Enforcement of Security Council decisions.
11. Regional organizations. OSCE. ASEA. African Union.
12. Post-war world order. The Cold War, developments in Europe and the German question, the crisis of the colonial system and the national liberation movement in third world countries, the place and influence of the Non-Aligned Movement in the bipolar system of international relations.
13. The end of bipolarity. The fall of the Eastern bloc and communist regimes - causes and consequences, the position and role of powers in the current world political system, possible trends in the development of international relations.

Language whose command is required to complete the course:

English language

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. Milan Kurucz, CSc., Mgr. František Škvrnda, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMPV FMV/ VVB22010/22	Title of course: International Political Relations 2 (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 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)	
Student workload: 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	
Teaching results: 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. Knowledge: 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. Competences: 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. Skills: 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. Completing this course each student would: -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: 0

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

Lecturer: PhDr. Peter Csányi, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMP FMV/VVC22008/22	Title of course: International Public Law 2 (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: The final grade is based on continuous control of the study during the teaching part of the semester, with a percentage of 40% of the total evaluation of the course (participation 5%, activity / control questions 5%, continuous assignments in the form of presentations 30%). The final evaluation is in the form of a colloquium, where the results of the semester assignment are presented in a team (60% of the total evaluation of the course).	
Student workload: student workload: 104 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars and elaboration of a semester presentation 13 h, preparation for a colloquium 39 h)	
Teaching results: The main goal of the course is the analysis of specific areas of International Public Law. The aim is to acquaint students with the principles, historical development and legal framework of armed conflict law and international humanitarian law in international relations, clarify the factual background and legal basis of international crime punishment from the Nuremberg Military Tribunal, through ad hoc International Criminal Tribunals in the former Yugoslavia and Rwanda to the International Criminal Court. Knowledge and understanding: understanding the specific areas of International Public Law, and identifying and critically evaluating the applicable norms in the given areas. Practical skills: ability to orientate and work with relevant sources and case law of international judicial, arbitration and criminal authorities, argumentation skills. Competences: understanding the legal context in international relations with the possible application of acquired theoretical experience in practice. After completing the course, the student should: <ul style="list-style-type: none"> - understand the international legal regime governing the use of force in international relations, - analyze current and past examples of the use of force from a legal point of view, - critically assess the effectiveness, legal force and enforceability of international rules and decisions of institutions, including the United Nations, the International Criminal Court and international criminal tribunals, - critically evaluate the problematic nature of the norms of international humanitarian law and international criminal law, resp. understand the limits of the relevant subsectors of public international law, 	

- to analyze the situation of armed conflict from various aspects (international law, human rights, cultural, from the position of representatives of states and international organizations, etc.),
- understand the applicability of international human rights and international humanitarian law to armed conflicts and deduce from this violations of individual standards in the context of case studies (current and past armed conflicts),
- understand the role and organization of collective security at the international level / understand the role of global and regional organizations, such as UN and NATO in international security,
- effectively manage teamwork,
- draft and structure arguments in written and / or oral form,
- ability to present, defend and debate arguments.

Indicative content:

International legal status of state bodies for international relations, jurisdiction and immunities. International Diplomatic and Consular law. UN Collective Security. International Organizations and International Security. The Law of Armed Conflict. War Occupation, Neutrality, state Self-Defense. International Humanitarian Law. Military and Humanitarian Intervention, Responsibility to Protect (R2P concept), Intervention by Invitation. International Criminal Tribunals. International Criminal Court (ICC). Prosecution of Heads of State and International Criminal Tribunals and the ICC. Transitional Justice

Support literature:

ORAKHELASHVILI, A. (2018): Akehurst's Modern Introduction to International Law 8th Edition. Routledge, 2018. ISBN 9780415243568

KOLB, R. - HYDE, R. (2008): An Introduction to the International Law of Armed Conflicts. Hart Publishing, 2008. ISBN 9781841137995

CRAWFORD, E. - PERT, A. (2020): International Humanitarian Law. Cambridge University Press; 2nd edition, 2020. ISBN 9781108727716

International Commission on Intervention and State Sovereignty. 2001 The Responsibility to Protect: Report of the International Commission on Intervention and State Sovereignty, (Ottawa, Ontario International Development Research Centre).

CASSESE, A.(2008): International Criminal Law. Oxford University Press, London, 2008.

SCHABAS, W. A. (2001): An Introduction to the International Criminal Court. Cambridge University Press, Cambridge, 2001.

WESTERN, J. – GOLDSTEIN, J. (2011): Humanitarian Intervention Comes of Age: Lessons from Somalia to Libya. In: Foreign Affairs, 90:6 (Nov/Dec), pp. 48-59/ VALENTINO, B (2011): The True Costs of Humanitarian Intervention. In: Foreign Affairs, 90:6 (Nov/Dec), pp. 60-75. Geneva and Hague Law Conventions, UN Charter

Syllabus:

1. International legal status of state bodies for international relations, jurisdiction and immunities
 - State sovereignty / state immunity, the position of the head of state, the immunity of the head of state and its relationship to the state and diplomatic immunity, the Pinochet case.
2. International Diplomatic and Consular law
 - the international legal status of diplomats, the severance of diplomatic relations, the privileges and immunities of state officials in relation to the issue of armed conflict.
3. UN Collective Security
 - the dichotomy between the rules applicable to the use of force (jus ad bellum) and the rules applicable to involvement in armed conflict (jus in bello),
 - the UN Security Council as the guarantor of peace with primary responsibility for peacekeeping and security,
 - the legal framework for collective security in the context of the UN Charter and links to other international organizations.

4. International Organizations and International Security

- the activities of international organizations / peacekeeping missions and their responsibilities in relation to armed conflict,
- the role of NATO and regional international organizations in international security.

5. The Law of Armed Conflict

- beginning, course or end of armed conflict (core of the problem),
- application of the law of armed conflicts - identification of parties to the conflict - also combatants / non-combatants / activities of non-state actors (insurgents, national liberation movements, mercenaries, etc.) and / or terrorists in armed conflict and their status, use of means and methods of armed conflict and identification of legality/ illegality.

6. War Occupation, Neutrality, state Self-Defense

- the legal regime of war occupation / war occupation and the protection of human rights,
- issues of neutral states / ordinary neutrality, recognized and guaranteed neutrality,
- the right to individual and collective self-defense of states.

7. International Humanitarian Law 1

- rules on differentiation, proportionality and precautionary measures,
- the penetration of the IHL with international human rights law,
- national legal incorporation of the IHL,
- the normative framework between the law applicable to international and non-international armed conflicts,
- Naval and Air War / IHL and space operations law.

8. International Humanitarian Law 2

- identification of specific issues in relation to armed conflicts - e.g. protection of cultural heritage or environmental protection, humanitarian crisis, situation during the Covid-19 pandemic, etc. (in case of ongoing conflicts),
- application of international humanitarian law - protection of victims with emphasis on the protection of women and children.

9. Military and Humanitarian Intervention, Responsibility to Protect (R2P concept), Intervention by Invitation

- basic legal and legitimate concepts and principles and situations related to the issue of intervention (military, humanitarian, invitation and R2P concepts).

10. International Criminal Tribunals

- historical and legal aspects related to individual criminal liability for crimes under international law,
- ad hoc international criminal tribunals: ICTY (International Criminal Tribunal for the former Yugoslavia), ICTR (International Criminal Tribunal for Rwanda).

11. International Criminal Court (ICC)

- the establishment of the ICC, expectations and reality, jurisdiction, the role of the Prosecutor and the relationship with the UN Security Council.

12. Prosecution of Heads of State and International Criminal Tribunals and the ICC

- immunity of Heads of State and prosecution for international crimes.

13. Transitional Justice

- transitional justice from a normative perspective defined by the UN framework, individual forms (truth and reconciliation commissions, reparation mechanisms, institutional reforms, amnesties in post-conflict periods).

(Throughout the semester of International Public Law 2, emphasis is placed on the extent and consequences of violations of international humanitarian law and human rights law in many past and present armed conflicts using recent and current case studies - eg conflicts in Libya, Syria, Ukraine , in the Democratic Republic of the Congo, Iraq, Afghanistan, etc., while demonstrating

the theoretical level of individual legal institutes on the specifics of individual case situations, eg Iraq and intervention and military occupation, etc.)

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: Dr. habil. JUDr. Ing. Katarína Brocková, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21398/22	Title of course: International Trade Operations (in Russian)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20 % continuous written test 20 % semestral work and its presentation 60 % final written exam	
Student workload: Total: study load 7 credits x 26 h = 182 hours Separate study load for individual educational activities: Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparations for seminars: 13 hours Elaboration of a semestral project: 23 hours Preparation for written verification of knowledge: 24 hours Preparation for the final exam: 70 hours	
Teaching results: Students will possess following abilities: - ability to understand the issues of international trade operations, - overview, categorization, and regulation of international trade operations, - to provide contractually various forms and specifications for international trade operations. Students will obtain following skills: - to propose and evaluate solutions to problems arising in the field of international trade operations, - to formulate recommendations for the development of individual types of trade operations, - to carry out international trade operations and evaluate the solutions adopted in several areas of international trade, - to create separate implementation projects and evaluation procedures for activities in the field of international trade operations. Students will gain following competences: - the autonomy and foresight of the various situations in the field of international trade operations, - initiative and responsibility for the management of working team during the realization of business operations in the international environment, - to present professionally the results obtained from practice to the professional public.	
Indicative content:	

Principles of trading in the Slovak Republic after accession to the EU, regulation of international trade operations, classification of international trade operations, barter and compensation transactions, special types of trade operations, international auctions, stock exchanges, tenders and electronic trading, intermediary relations in international trade operations, payment and delivery conditions, other conditions of delivery, accompanying documents in international trade and individual stages of export and import trade operation.

Support literature:

KAŠŤÁKOVÁ, Elena - RUŽEKOVÁ, Viera. Medzinárodné obchodné operácie. Recenzenti: Peter Knapik, Ľuboš Pavelka. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2019. 200 s. [12,97 AH]. VEGA 1/0546/17, VEGA 1/0897/17. ISBN 978-80-225-4611-9.

KAŠŤÁKOVÁ, Elena - LUPTÁKOVÁ, Anabela. Position of the Russian Federation in the Foreign Trade of the Visegrad Group Region. Reviewers: Nadezhda N. Bashkirova, Zuzana Kittová. 1. vydanie. Praha : GUPRESS, 2020. CD-ROM 137 s. [6,38 AH]. VEGA 1/0039/20. ISBN 978-80-904926-6-0.

KAŠŤÁKOVÁ, Elena - DRIENIKOVÁ, Kristína - ZUBALOVÁ, Ľubica. Impact of the Geopolitical Changes on the EU Foreign Trade Relations with Selected Territories : Implications for the Slovak Economy. Reviewers: T.M. Isachenko, Peter Baláž. 1st Edition. Saint Petersburg : Saint Petersburg University Press, 2019. 246 s. [15,5 AH]. VEGA 1/0546/17. ISBN 978-5-288-05988-9.

SZATMÁRI, Zsolt. Global Trade and Customs. A Practical Comparison of Major Jurisdictions. Amsterdam: IBFD, 2020. 716 s. ISBN 978-90-8722-626-8.

BLOCKMANS, Steven – KOUTRAKOS, Panos. Research Handbook on the EU's Common Foreign and Security Policy. Cheltenham: Edward Elgars, 2018. 560 s. ISBN 978- 1-78536-407.

KLASEN, Stephan et al. Trade preferences for LDCs. Are they effective?

Preliminary econometric evidence. [elektronický zdroj]. New York: 2016.

16 s. Dostupné na: https://www.un.org/en/development/desa/policy/cdp/cdp_news_archive/2016_Member_Trade_Preferences_Klasen_def.pdf

MACHKOVÁ, Hana et al. 2014. Mezinárodní obchodní operace. Praha: Vydavatelství Grada

Syllabus:

1. Principles of trade in the Slovak Republic after accession to the EU. Changes in trade in the Slovak Republic since accession to the EU, development of foreign trade of the Slovak Republic, export support, territorial strategies of Slovak exports.

2. Regulation of international trade operations. Tariff and non-tariff regulation. EU Customs Codex, TARIC, EU Generalized Scheme of Preferences.

3. Classification of international trade operations. Division of individual types of trade operations.

4. Basic types of business operations. Re-export, barter and compensatory trades and their use in international trade.

5. Special types of trade operations. Parallel trades, repurchases, offsets, processing operations. Their use and current development trends.

6. International auctions, stock exchanges, tenders, and electronic trading. Current development trends.

7. Intermediary relations in international trade operations. Direct and indirect trading methods. Forms of entering foreign markets.

8. Payment condition in international trade. Documentary and non-documentary payments. Other financing options.

9. Delivery condition in international trade. Delivery parity according to INCOTERMS 2020.

Delivery time. Insurance and packaging and marking of goods.

10. Other conditions of delivery in international trade. Complaints about goods, penalties, quantity tolerance, the possibility of withdrawal from the contract and compensation for damage, force majeure, resolution of any dispute and more.

11. Accompanying documents in the realization of international trade operations. Division and characteristics of accompanying documents and their importance in the realization of business operations.

12. Individual stages of the export trade operation: preparation, contracting, realization and termination of the export trade operation.

13. Individual stages of the import trade operation: preparation, contracting, realization and termination of the import trade operation.

Language whose command is required to complete the course:

Russian

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. Mgr. Elena Kašáková, PhD.

Date of the latest change: 22.02.2022

Approved by:

DESCRIPTION OF COURSE

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

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: 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. Katarína Belanová, PhD., doc. Ing. Lubomíra Gertler, PhD.

Date of the latest change: 28.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21105/21	Title of course: Introduction to Experimental Economics
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20% class exercise: specifying a research question 80% exam - 40% class project: The primary focus of the course is on applying experimental methods, which can only be done through a project, - 40% written exam	
Student workload: Full time 6 x 26 = 156 • Lectures 52 h, tutorials + experiment 26 h, class exercise 6 h, studying for the exam 36 h, class project 36 h	
Teaching results: Understanding Distinguishing between causality and correlation Competence Critical thinking, identification of alternative explanations of a particular economic phenomenon, ability to ask a research question Skills Designing an experiment to answer a research question	
Indicative content: erimental economics precepts: Nonsatiation, saliency, parallelism, privacy, dominance Anonymity – the importance of anonymity for collecting data in economics experiments Generosity – evidence of other-regarding behavior Trust – an inherent feature present in any economic transaction Reciprocity in economic decisions – repaying kind actions with kindness and punishing hostile actions Gift Exchange and Contract – applications of reciprocity in contract enforcement Psychological Games – extension of traditional game theoretic models to allow for modeling of unobservable motives Group Identity and group decision making Competition – driver of efficiency Markets, market institutions, and market behavior	

Support literature:

Experimental Methods – A Primer for Economists by Daniel Friedman and Shyam Sunder,
Cambridge University Press 2004

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. Zuzana Brokešová, PhD., Ing. Matej Lorko, PhD.,
Ing. Mgr. Maroš Servátka, PhD.

Date of the latest change: 28.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21261/21	Title of course: Introduction to digitalisation in finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 15% individual project, 15% mid-semester test, 10% class activity, 60% final exam.	
Student workload: 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 Semester project and mid-term test preparation – 26 hours, Preparation for the final exam – 52 hours	
Teaching results: The aim of the course is to comprehend the processes of digitalisation occurring at the financial market and understand its economic and social consequences. This course shall offer students basic understanding about gradual penetration of digital technologies into the world of finance and financial services in private and public sector. I. Knowledge base and understanding After completing this course, students should be capable of: <ul style="list-style-type: none"> • understanding trends, introduced by digital transformation into financial services and into the services of public sector and what are the motivations behind their development • comprehending a status-quo of digital infrastructure and of financial digitalisation from the perspective of its concepts, definitions, legislation, data protection, regulation and economic and social effects. • Knowledge base, cost and benefits that digitalisation brings into the private sector and what do these processes imply for efficiency of public sector. II. Skills and Competence After completing this course, students should be able to: <ul style="list-style-type: none"> • design an innovative product for the digitalised world of finance • create a business plan aiming to boost efficiency of services in financial or public sector and understand its wider consequences. 	
Indicative content: <ul style="list-style-type: none"> • Trends in digitalisation • Innovative products and services. Designing a business plan. 	

- Digital transformation in financial market services and in public sector
- Big data, artificial intelligence, and their place in digital transformation of finance
- Data management, text mining, handling paradata and their use in digital finance
- Selected technologies and digital platforms. Effects on corporate efficiency, changes in corporate structure and competitiveness.
- Digital currencies. Cryptocurrencies. Blockchain technology and its potential use.
- Legal matters, privacy and security concerns. Data protection. Ethical issues in digital transformation of financial services.
- Student projects and their presentation – products and services in e-finance and their introduction to market
- Regulation of FinTech. Regulation of shadow banking.
- Economic processes in the environment of digital transformation of finance.

Support literature:

Rogers David, L.: Digital Transformation Playbook, Columbia University Press, 2016

Ustundag, A., Cevikcan E. Industry 4.0: Managing the Digital Transformation, Springer, 2017

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. Ľubomíra Gertler, PhD., Mgr. Marek Káčer, PhD.

Date of the latest change: 28.01.2022

Approved by:

DESCRIPTION OF COURSE

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

Assessment of courses

Total number of evaluated students: 4

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	25.0	25.0	50.0	0.0	0.0	0.0	0.0	0.0

Lecturer: Ing. Martin Alexy, PhD., Mgr. Marek Káčer, PhD., Ing. Mária Vojtasová**Date of the latest change:** 28.01.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21036/21	Title of course: Leadership (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: 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)	
Requirements to complete the course: 40 % core module assignments, 60 % final written exam Student's workload (in hours): 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. Competence: <ul style="list-style-type: none"> • effective use of essential information in the field of leadership, understanding of individual concepts and approaches to people management • 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 • 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 • propose solutions and generate conclusions or recommendations on selected topics related to key areas of effective leadership in practice • understand the societal and corporate importance of leadership Skill: <ul style="list-style-type: none"> • interpret the specifics of leadership in relation to situations, behavior, personality of the leader, the characteristics of subordinates and tasks • acquire the skills of self-evaluation and self-reflection in selected areas of leadership 	

- applying critical thinking when solving tasks related to case studies and seminar tasks
- 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. - WERNESING, 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. Phenomena 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: 0

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

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

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21107/21	Title of course: Local finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20 % seminar tests, 10 % seminar project, 10 % active participation, 60 % written final exam	
Student workload: 156 hours <ul style="list-style-type: none"> • participation on the lectures 26 hours, • participation on the seminars 26 hours, • preparing for seminars 13 hours, • seminar project elaboration 13 hours, • preparing for the seminar tests 26 hours, • preparing for the final exam 52 hours) 	
Teaching results: 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: <ol style="list-style-type: none"> 1. Knowledge and understanding <ul style="list-style-type: none"> • understand the basic principles of the functioning of self-government units in the system of public administration • identify the degree of decentralization applied in the country • assess the appropriateness of setting up the financial system of local governments • demonstrate the ability to administer local taxes and fees, as well as other relevant processes in the area of local government 2. Practical skills: <ul style="list-style-type: none"> • the ability to perform an analysis of the local government budget • the ability to calculate the amount of local taxes and fees • the ability to assess the effectiveness of local government expenditures 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: 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. Lukrécia Kováč Gerulová, PhD., doc. Ing. Erika Neubauerová, PhD.

Date of the latest change: 28.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMVaL FPM/ MMD21013/21	Title of course: Logistics (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KMVaL FPM/MMD21010/21-Production Management (in English)	
Requirements to complete the course: 5% attendance and activity at lectures, 5% activity at seminars, 10% semester project and its presentation, 10% written test, 70% final written or oral or combined exam. Student's workload (in hours): student's workload: 156 h (attendance at lessons 26 h, attendance at seminars 26 h, preparation for seminars and written test 26 h, preparation of semester project and presentation 26 h, preparation for exam 52 h).	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of logistics and its processes through the definition of the essence of logistics, procurement in the enterprise, the relationship between logistics and production management, material management, material disposition in the enterprise, warehouse management in the enterprise, transport, and the possibilities of its optimization of corporate logistics, the theory of inventory sorting, the logistics information system, distribution logistics, methodological model and information approaches, organizational aspects of the logistics system in the enterprise, corporate supply chain management, sustainable development and environmentally oriented logistics, economic aspects of corporate logistics. Competence: <ul style="list-style-type: none"> • effectively use essential information about logistics with a focus on corporate logistics, its basic features, objectives, boundaries of its individual areas, strategic and conceptual management of the logistics system, • critically evaluate the processes and specificities of corporate logistics, • characterize the essence and evaluate the use of material management with impact on the value processes of the enterprise, • propose solutions and defend conclusions or recommendations to increase the efficiency of corporate logistics activities. Skill: <ul style="list-style-type: none"> • interpret the specifics of logistics processes of business entities, critically evaluate the possibilities of selecting methods and tools for their optimization, 	

- perform basic corporate analyses in the field of logistics procurement, production, warehouse, distribution, logistics costs,
- perform basic corporate analyses in the field of logistics activities,
- perform basic corporate analysis in the field of logistics information systems.

Indicative content:

Thematic definition of lectures:

1. Essence, content and aims of logistics
2. Purchasing and inventory logistics
3. Production logistics in the enterprise
4. Logistics and materials management in the enterprise
5. Logistics in warehouse management in the enterprise
6. Transport in corporate logistics
7. Logistics and inventory management theory
8. Logistics information system in the enterprise
9. Corporate distribution logistics
10. Methodological modeling and information approaches to support logistics in the enterprise
11. Organizational aspects of the corporate's logistics system
12. Corporate supply chain management
13. Sustainable development and environmentally oriented logistics in the enterprise

Thematic definition of exercises:

1. The essence of logistics at home and abroad
2. Material disposition of the enterprise
3. Material ordering
4. Inventory logistics and inventory management methods
5. Warehouse management, warehouses and warehousing methods
6. Warehouse strategy
7. Logistics outsourcing
8. Transport in logistics
9. Application of transport tasks in logistics
10. Vogel's approximation method
11. Index Method and Hungarian Method
12. Green logistics
13. Summary and synthesis of acquired knowledge from logistics

Support literature:

Syllabus:

Thematic definition of lectures:

1. Essence, content and aims of logistics Definition and development of logistics, logistics management, aims of logistics. Boundaries of individual areas of corporate logistics. Strategies and conceptual management of the enterprise logistics system. Current tasks, trends and directions in corporate logistics.
2. Purchasing and inventory logistics The role of purchasing and inventories in the enterprise - procurement logistics in the enterprise, choice of strategy in procurement logistics, research, planning in procurement logistics, supplier selection in procurement logistics, supplier relationship management.
3. Production logistics in the enterprise Relationship between logistics and production management, functions, structure and content of production planning and management, operational production management and logistics in the enterprise, newer logistics concepts in production management.

4. Logistics and materials management in the enterprise The roles of logistics and materials management in the enterprise, traditionally oriented materials management in the enterprise, its definition and objectives, institutional boundaries of material management in the enterprise, material disposition in the enterprise.
5. Logistics in warehouse management in the enterprise Essential, types and organization of warehouse management in the enterprise, control, technical and operational systems in warehousing, warehouse management, the productivity of warehouse operations, tendencies of warehouse logistics in the enterprise.
6. Transport in corporate logistics Objectives of transport in corporate logistics, transport management in the enterprise, intra-enterprise transport systems, trends in transport logistics, possibilities of optimizing transport in corporate logistics.
7. Logistics and inventory management theory The link between logistics and the basic concepts of inventory management in the enterprise, the principles of inventory management, the costs associated with inventory, the symptoms of poor inventory management, process optimization and inventory management.
8. Logistics information system in the enterprise Building the logistics information system in the enterprise, the breakdown of the logistics information system in the enterprise, the content of the information system in the basic areas of corporate logistics, modularity of logistics information system in the enterprise.
9. Corporate distribution logistics Roles and functions of distribution logistics in the enterprise, distribution management, structure and variants of distribution chains, implementation of an integrated distribution chain of the enterprise.
10. Methodological modeling and information approaches to support logistics in the enterprise General methodological apparatus in corporate logistics, methodological apparatus in procurement logistics, methodological support for production, methodological apparatus in warehouse logistics, methodological support for distribution.
11. Organizational aspects of the corporate's logistics system Organizational support of logistics management in the enterprise, criteria and functional scope of the logistics organization, line-staff organization, divisional organizational arrangement, matrix structure and other organizational arrangement options.
12. Corporate supply chain management Essence, tasks and objectives of supply chain integration, synergistic aspects of corporate logistics and supply chain integration, logistics and supply chain management, trends in the development of integrated supply chain in the enterprise.
13. Sustainable development and environmentally oriented logistics in the enterprise Sustainable logistics development, environmentally oriented logistics in the enterprise, logistics and environment in contemporary enterprise development, green and reverse logistics in sustainable development strategy.

Thematic definition of exercises:

1. The essence of logistics at home and abroad Concepts and essence of logistics and its definition on the basis of case studies. The importance and necessity of enterprise logistics in practice, the strategic advantage of applying optimal logistical activities in the enterprise. Identification and definition of project parts and, on the basis of these steps, the elaboration of practical projects on specified logistics topics.
2. Material disposition of the enterprise Determination of the material needs of the enterprise by selected methods using examples from the basic logistics topics related to the material disposition of the enterprise. Deterministic forecasting of material requirements. Optimization and sizing of supplies.
3. Material ordering Several methods are used to determine optimal order volumes. We will present selected methods using examples from the basic logistics topics related to material ordering. Through dynamic optimization, by comparing a combination of procurement costs for

certain future periods (ex-ante), select the most suitable, optimal variant of a material order in the enterprise.

4. Inventory logistics and inventory management methods Presentation of the main methods of inventory management and their practical application in an enterprise by means of case studies and in the form of a seminar project. Different methods are suitable for different types of materials and different types of production and logistics activities. Practical explanation and demonstration of the possibilities of using specific inventory management methods in a selected area of corporate logistics.

5. Warehouse management, warehouses and warehousing methods Practical application of warehouse management, warehouses and warehousing methods in the form of a seminar project. Description and illustration of a selected type of warehouse and its management and warehousing methods. Definition of the basic differences between warehouses, warehousing approaches and warehousing methods.

6. Warehouse strategy Determine, with controlled material consumption, the quantities and dates of orders to replenish the warehouse. The content consists of selected types of examples related to storage strategy. Determining the number of storage units and calculating the size of useful (net) storage space.

7. Logistics outsourcing Characteristics of outsourcing of logistics activities. Phases of the outsourcing process. Description of the different stages of logistics outsourcing, advantages, disadvantages and risks of outsourcing. Insourcing vs. outsourcing of logistics. Practical application of logistics outsourcing in the form of a seminar paper.

8. Transport in logistics Characteristics of transport in logistics and definition of its basic differences of use. Concrete and practical use of individual modes of transport on the basis of domestic and foreign case studies. Trends in transport logistics in the context of Industry 4.0. Externalities of freight transport and its reduction possibilities.

9. Application of transport tasks in logistics Introduction of different types of deterministic allocation methods. Determination of the optimum quantity of material to be transported between suppliers and consumers, taking into account the capacity of suppliers and the satisfaction of consumer demands, so that transport costs are minimized. Northwest corner method and Modified method (row and column method). The essence, procedure and solution of the above methods of transportation tasks in logistics. Application of the above methods in selected types of examples. Determination of the value of the objective cost function.

10. Vogel's approximation method The essence, procedure and solution of the above method of transport tasks in logistics. Identification of a transportation plan from a specified number of suppliers to a specified number of consumers with respect to their capacities and requirements. Application of the above method in selected types of examples. Determining whether the solution by this method is final or the starting point for the Modified method. Determining the value of the objective cost function.

11. Index Method and Hungarian Method The essence, procedure and solution of the above methods of transportation tasks in logistics. Identifying a transportation plan from a specified number of suppliers to a specified number of consumers with respect to their capacities and requirements, so that the transportation cost is minimum. Application of the above methods in selected types of examples.

12. Green logistics Characteristics of green logistics and its importance in the environmental impact of logistics business activities. Definition of the 5 main standards of green logistics. Defining the environmental effects and opportunities to reduce the impacts of logistics activities in the enterprise as well as in the forward and reverse logistics chains.

13. Summary and synthesis of acquired knowledge from logistics Synthesis and summarization of the results of the solved projects on selected logistics topics. Definition of basic attributes,

factors influencing logistics in the enterprise. Definition and determination of the basic benefits in the optimization of logistics processes in the enterprise.

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: 21.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava											
Faculty:											
Course code: KET NHF/NNE21104/21			Title of course: Makroekonómia (v anglickom jazyku)								
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present											
Number of credits: 6											
Recommended semester/trimester of study:											
Degree of study: I., II., N											
Prerequisites:											
Requirements to complete the course:											
Student workload:											
Teaching results:											
Indicative content:											
Support literature:											
Syllabus:											
Language whose command is required to complete the course:											
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:											
Date of the latest change: 03.02.2022											
Approved by:											

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21046/21	Title of course: Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: <ul style="list-style-type: none"> • elaboration and presentation of the final project - 30% • case studies - 10% • final exam - 60% 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)	
Student workload:	
Teaching results: Knowledge 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. Competence <ul style="list-style-type: none"> • to use a set of knowledge about the principles, methods, procedures, and techniques of business management in a market economy, • to identify, analyze and apply the acquired knowledge in solving problems related to managerial functions, • to direct the activities of business units, teams, and individuals through managerial functions to achieve set objectives, • to understand and suggest ways to rationally solve management problems, • to combine and integrate management knowledge with knowledge from related social science disciplines Skill	

- 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: 34

A	B	C	D	E	FX
0.0	5.88	38.24	29.41	5.88	20.59
Lecturer: Ing. Zuzana Skorková, PhD., doc. Ing. Juraj Mišún, PhD., doc. Ing. Jana Blštáková, PhD., prof. Ing. Nadežda Jankelová, PhD.					
Date of the latest change: 02.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21043/21	Title of course: Management Decision-Making (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KM FPM/MMB21027/21-Management	
Requirements to complete the course: <ul style="list-style-type: none"> • elaboration and presentation of a semester project - 20% • written work (examples) - 15% • continuous assignment - 5% • final exam - 60% 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, semester project 26 h, preparation for the exam 65 h)	
Student workload:	
Teaching results: Knowledge 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..	
Competence <ul style="list-style-type: none"> • to use a set of knowledge about procedures, methods, techniques of decision-making in managerial practice, • identify, analyse and apply the acquired knowledge in solving decision-making problems in enterprises, • apply the tools, methods and procedures of managerial decision-making, supporting the different phases of the decision-making process and implement a quality decision, • to guide the activities of business units, teams and individuals in decision-making processes to achieve set objectives, • understand and suggest ways of rational problem solving, 	

- combine and integrate knowledge from managerial decision-making with knowledge from related social science disciplines

Skill

- 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: 1

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

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

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIM FPM/ MMA21016/21	Title of course: Management Research Methods (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 40 % seminar work, 60 % written exam Student's workload (in hours): student workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. • 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. Competence: By completing the course the student will gain the following competencies <ul style="list-style-type: none"> • Can transform a selected business problem into a structured research problem that can be solved by exact analytical methods • 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. • 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. • 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. • 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.

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.
- Supplementary literature:
1. HANÁK, Róbert. Dátová analýza pre sociálne vedy. Bratislava: Vydavateľstvo EKONÓM, 2016. 148 s. ISBN 978-80-225-4345-3.
 2. PERVEZ Ghauri - GRØNHAUG Kjell - STRANGE Roger. Research methods in business studies. Cambridge : Cambridge University Press, 2020. 300 s. ISBN 978-1108708241.
 3. FIELD, Andy - HOLE Graham. How to design and report experiments. London : Sage, 2002. 384 s. ISBN 978-0761973836.
 4. SOLLÁR, Tomáš - RITOMSKÝ, Alojz. Aplikácie štatistiky v sociálnom výskume. Nitra : Univerzita Konštantína Filozofa. 2002. 253 s. ISBN 80-8050-580-2.
 5. HENDL, Jan. Přehled statistických metod. Praha : Portál, 2012. 736 s. ISBN 978-80-2620-200-4.

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, prácnej 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, Kendalovo 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. Vkládanie 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 α , chyba druhého rádu β . 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). Kendallove tau B aj C. Počítanie vzájomných vzťahov pomocou: Pearsonovho korelačného koeficientu a Kendallovho Tau. Chí-kvadrát test. Vyčíslenie 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: 7

A	B	C	D	E	FX
71.43	0.0	0.0	0.0	0.0	28.57

Lecturer: doc. Ing. Mgr. Róbert Hanák, PhD.**Date of the latest change:** 02.02.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21035/21	Title of course: Management Simulation (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21046/21-Management (in English) or KM FPM/MMB21032/21-Strategic management (in English)	
Requirements to complete the course: 15 % semester project, 15 % Assessment test, 70 % active decision making in the simulation Student's workload (in hours): the student's workload: 78 h (participation in seminars 26 h, preparation for seminars 26 h, preparation for the assessment test 26 h)	
Student workload:	
Teaching results: Knowledge: A comprehensive view of business management and its economic activity, acquired by managing a fictitious company, that operates in multiple markets and sells differentiated products. Through the practical application of the knowledge obtained from previously completed management courses (on the first and second level of the university studies) and the extension of the knowledge of revenue management, the students will gain a realistic understanding of the complementary as well as competitive interaction of managerial decisions in all functional areas of control. Competence: <ul style="list-style-type: none"> • effective acquisition of correct information about specific business activities, their processing and their use in the decision-making process, • critically evaluate the procedure of corporate activities and own managerial decisions in particular functional areas of control, • make effective team decisions, • based on proper data acquisition and processing, propose solutions to increase the efficiency of business decisions. Skill: <ul style="list-style-type: none"> • In this course, students will develop skills needed for building the corporate strategy through a set of tactics in the areas of personnel management, corporate finance and investment, marketing, corporate planning, production and operations management and product management, • to interpret financial statements, product sales reports and critically evaluate alternatives for the future direction of the business, • to analyze the impact of production, logistics, financial and pricing decisions, 	

- to conduct basic business analyzes in the areas of human resources, raw material purchasing, external production, machinery and equipment in relation to costs.

Indicative content:

Thematic definition of exercises:

1. Test round 1:
2. Test round 2:
3. Game round 1:
4. Game round 2:
5. Game round 3:
6. Game round 4:
7. Game round 5:
8. Game round 6:
9. Game round 7:
10. Game round 8:
11. Presentations of results achieved in all game rounds, focusing on key good as well as ill-decisions and their impacts.

Support literature:

Basic literature:

1. CROSS, G. Robert. Revenue management : Hard-Core Tactics for Market Domination. New York: Bantam Doubleday Dell Publisher Group, 1997. 124 s. ISBN 0-553-06734-6.
2. HINTSCHES, André – SPENGLER, Thomas – VOLLING, Thomas – WITTEK, Kai – PRIEGNITZ, Gerald. Revenue Management in Make-To-Order Manufacturing: Case Study of Capacity Control at ThyssenKrupp VDM. In Business Research, Berlin : Springer International Publishing, 2010, roč. 3, č.2, s.173-190. ISSN 2198-2627.

Supplementary literature:

1. MEEHAN, M. Julie – SIMONETTO, G. Michel – MONTAN, Larry – GOODIN, CHristopher. Pricing and Profitability management. Singapore : Wiley Publishing, 2011, s. 320. ISBN 978-0-470-82527-3.
2. TALLURI, Kalyan – VAN RYZIN, Garrett. The Theory and Practice of Revenue Management. New York : Springer, 2004. 713 s. ISBN 978-0-387-27391-4
3. VITHALA. Rao. Handbook of Pricing Research in Marketing. Glos : Edward Elgar Publishing, 2009, s. 616. ISBN 978-1-84720-240-6
4. YEOMAN, Ian – MCMAHON-BEATTIE, Una. Revenue Management: A Practical Pricing Perspective. Hampshire : Palgrave Macmillan, 2011, s.273. ISBN 978-0-230-24141-1.
5. ZATTA, Danilo. Revenue Management in Manufacturing. State of the Art, Application and Profit Impact in the Process Industry. Munich : Springer International Publishing, 2016, s. 129. ISBN 978-3-319-30239-3.
6. LEE, May – NEPAL, Brian. Analyzing cost-to-serve quantification methodologies in a wholesale industry setting. In: International Annual Conference of the American Society for Engineering Management : ASEM, USA, 18 October 2017. Huntsville : American Society for Engineering Management, 2017, s. 1-10. ISBN 978-1-5108-5160-3.

Syllabus:

Thematic definition of exercises:

1. Test round 1:
Set up of company accounts, introduction of management simulation and description of basic decisions in the context of business results. Description of the quarterly report outputs.
Prerequisites. Assignment of students to managerial roles - marketing, production, and logistics, personnel management
2. Test round 2:

Theory: Revenue management of the company (essence, areas of application - price, production, costs)

Simulation: sales $f =$ (price optimization, cost (marketing, R&D, HR, Service). Test decisions without knowledge.

Representation of the timeline of decisions and the operation of their consequences.

Quarterly simulation, report generation and analysis.

3. Game round 1:

Theory: Revenue model of a company in a specific industry - revenue model with additional components such as customer value proposition and partner relationships form the concept of a business model.

The revenue model specifies managing the revenue streams and how the different components of the business model are involved in their creation.

Simulation: own decisions:

U1: recalculation of the staff need,

U2: the impact of social spending on turnover,

U3: recalculation of production volume.

Quarterly simulation, report generation and analysis.

4. Game round 2:

Theory: Revenue management - approaches to price management. Price optimization – demand curve, Pasche's index.

Price benchmarking, which is a management technique designed to analyze competitive pricing environment

Cost – based pricing - short-run, long-run price floor, base price

Simulation: own decisions

Quarterly simulation, report generation and analysis.

5. Game round 3:

Theory: Revenue management - approaches to cost management.

Production - production volume planning, external production, planning the need for machinery, raw materials.

Price elasticity of demand, recalculation using data from Reports.

Simulation: own decisions

Quarterly simulation, report generation and analysis.

6. Game round 4:

Theory: Revenue management - approaches to cost management.

Production - planning production volume in relation to the need for workers, calculating the need raw materials applying information from the knowledge curve.

Simulation: own decisions

Quarterly simulation, report generation and analysis.

7. Game round 5:

Theory: Revenue management - approaches to production management.

Production - production volume planning, external production, planning the need for machinery, raw materials

Simulation: own decisions

Quarterly simulation, report generation and analysis.

8. Game round 6:

Theory: financial investments, management of claims and liabilities, price controlling - contribution margin, security margin.

Simulation: own decisions

Quarterly simulation, report generation and analysis.

9. Game round 7:

Theory: decision KPI (price controlling, contribution margin, operating profit, ...)

Simulation: own decisions

Quarterly simulation, report generation and analysis.

10. Game round 8:

Theory: Revenue management KPI

Simulation: own decisions

Quarterly simulation, report generation and analysis.

11. Presentations of results achieved in all game rounds, focusing on key good as well as ill-decisions and their impacts.

Language whose command is required to complete the course:

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 Remeňová, PhD., MBA

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KCR OF/OOG21002/22	Title of course: Management of International Events (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 4 Per course: 52 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20% continuous written work 20% semester work 60% written exam	
Student workload: Workload: 104 hours Attendance at seminars: 52 hours Preparation for seminars: 12 hours Elaboration of a semester project of a specific simulated event: 20 hours Preparation for the exam and defense of the project: 20	
Teaching results: Knowledge By completing the course Management of International Events, students will gain an extensive knowledge base in the field of organization of events with international scope. They will be able to specialize in different types of events, their understanding of the economic as well as organizational aspects. The knowledge will be verified within this subject through the project of a specific event, so that the student is ready to apply their knowledge in practice. Knowledge of event management in cooperation with key stakeholders who, even in partnership business relationships, require high professionalism of the event manager. The student will gain knowledge of economic nature how to master the basic principles of budgeting, cost and revenue calculation in commercial events with an emphasis on determining the selling price as well as defining the break-even point. Competences Based on the acquired knowledge, they will be competent to participate in the organization of international events at the managerial level. Their competencies will be demonstrated in the process of creating the event, while they will be able to identify and establish cooperation with the necessary stakeholders and partners, participate in economic budgeting of the event, effectively select sales distribution channels, and design ways of marketing communication according to the event, if it's B2B or B2C. Working in a team will give the student the opportunity to gain the ability to work together for mutual understanding and tolerance. Skills	

By completing the course, students will improve their skills in the field of creative thinking in event planning, analytical approach to individual steps in processes and the ability to evaluate any necessary corrections. They will acquire these skills directly during the simulation of the semester project. It is a project of an international event that requires communication in English.

Indicative content:

The subject of international event management deals with the differentiation of events from different aspects with a focus on different segments of the clientele. Emphasis is also placed on the financing of events, the participation of various stakeholders as well as the economic aspects of organizing events. It also emphasizes the event planning algorithm. It also deals with various risks as well as impacts of events with international scope.

Support literature:

Bowding G., Allen J., O'Tolle W., Harris R., McDonell I., 2011, Events management, Taylor & Francis
Effective meeting management strategies, Aventri, the ultimate e-book. Dostupné na:
https://www.aventri.com/hubfs/Aventri%20Content/Aventri%20Ebooks+Whitepapers/Aventri_Effective_Meeting_Management_Strategies_eBook.pdf

Syllabus:

1. International events, types of events for holiday and MICE clients
2. Events divided into commercial and non-profit events
3. Event strategy, stakeholders - actors of the event on the supply side
4. Specifics of congress and conference events. Virtual webinar events.
5. Multi-source financing of the event, assumptions, conditions
6. Public procurement in terms of financing from public sources of the state budget or EU funds
7. Sponsorship policy. Sponsorship by the general partner and other partners
8. Participation of participants in the financing of an international event (entrance fees, participation fees). Economic carrying capacity and profitability. Critical break-even point
9. External and internal risks. Critical points and their preventive elimination before the organization of the event
10. Impacts of an international event
11. Event planning algorithm
12. Realization of the event
13. Evaluation of the event from an economic and social aspect

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: prof. JUDr. Ľudmila Novacká, PhD., Ing. Alexander Frasch, PhD.

Date of the latest change: 17.03.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMr OF/MOA21149/21	Title of course: Marketing (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20% continuous semester assessment 20% semester work 60% written exam	
Student workload: 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 the exam: 52 hours	
Teaching results: 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.	
Indicative content:	

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. Hanuláková, E. a kol. 2021. Marketing. Bratislava: Wolters Kluwer.
2. Kotler, Ph., Armstrong, G. 2017. Principles of Marketing. Harlow: Pearson Education.
3. Blythe, J., Martin, J. 2019. Essentials of marketing. Harlow: Pearson Education.
4. Green, M. C., Keegan, W. J. 2020. Global marketing. Harlow: Pearson Education.
5. 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: 1

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

Lecturer: doc. Ing. Milan Oreský, PhD., Ing. Katarína Chomová, PhD.

Date of the latest change: 22.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/JOB22191/22	Title of course: Marketing in International Environment (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 10% - participation in seminars; 30% - semester coursework and its presentation; 60% - final exam	
Student workload: Total: study load 6 credits x 26 h = 156 h Attendance at lectures: 26 hours Attendance at seminars: 26 hours Individual preparation for seminars: 26 hours Preparation of semester coursework: 26 hours Preparation for the final exam: 52 hours	
Teaching results: Students will possess following abilities: - Understanding of the key role that international marketing plays in creating a competitive advantage for companies on the international level. - Identify key economic, political, legal, socio-demographic and technological factors that influence the rapidly changing macroeconomic environment of companies, which must respond promptly and optimally to these changes. - Understand the significant influence of the cultural environment and other so-called soft factors for shaping of an international marketing strategy. - Understand flexibility of the HR policy and a corporate structure needed to apply a successful global strategy and identify the importance of HR management at various levels of an internationally operating company (growing importance of attributes in the microenvironment of businesses). Students will obtain following skills: - Gain insight into current global marketing challenges and specific challenges faced by marketing managers in a dynamic global environment. - Gain relevant knowledge of the global macroenvironment in its economic, cultural, social, political, legal and technological dimensions as well as knowledge of how to use changes in the macro environment to make the right marketing decisions. - Discuss the growing importance of individual elements of the marketing mix and their connection with new technologies in the field of the product, distribution and especially communication	

policy: Internet-related technologies and online social networks, their role in the global market and challenges of these phenomena.

- Familiarity with key global social issues of the macroenvironment and microenvironment, including environmental issues, ethics and the Corporate Social Responsibility, identification and ability to respond to technological change, to transform the knowledge into relevant decisions on changes in individual phases of an international marketing strategy.

Students will gain following competences:

- In the framework of the macroenvironment, perform analyses related to current internationally recognised studies as well as databases, and optimally respond to their impact in the process of creating and implementing international marketing strategies.

- Develop strategic thinking in terms of current complex issues and challenges in the context of learning how to develop leadership skills needed to address uncertainties and changes faced by today's global marketers.

- Develop understanding of analysing intercultural aspects, effects of sustainable development, application of ethical and moral principles in the management of businesses and an optimal response to their impact in the process of creation and application of an international marketing strategy.

- Present, clearly communicate, argue and critically evaluate acquired knowledge in terms of an optimal and creative application of an international marketing strategy.

Indicative content:

Importance of international marketing in increasing competitiveness of companies operating on international markets. Complex characteristics of the international environment, analyses and relevant identification of key macro and micro factors of international markets, followed by an assessment of their implications for optimisation-oriented changes in international marketing strategies of companies in terms of marketing programmes (marketing mix) in the dynamic global environment. Detailed focus on how to create an international marketing strategy, or key elements of the marketing mix also with respect to sustainable development - Corporate Social Responsibility, the impact of intercultural aspects, technological changes and other factors of the current international macroenvironment and microenvironment of businesses.

Support literature:

ZORKÓCIOVÁ, Otilia - SCHWEIGHOFER, Lenka. Selected Options for Evaluating Business Excellence. In Mechanisms of Interaction between Competitiveness and Innovation in Modern International Economic Relations : Collective Monograph. - Riga : ISMA University, 2017. ISBN 978-9984-891-03-3,

ZORKÓCIOVÁ, Otilia- PETRÍKOVÁ, Hana . Determinants of Increasing the Foreign Direct Investment Inflow Into the Republic of Serbia. In Scientific Council of the Information Systems Management University. Transformation Processes the Development of Economic Systems in Conditions of Globalization: Scientific Bases, Mechanisms, Prospects : Collective Monograph. - Riga : ISMA University, 2018. ISBN 978-9984-891-05-7. ISSN 1492-8965,

CATEORA, Philip et al. (2019) International Marketing, 19th Edition, Mc Graw Hill New York, <https://www.amazon.com/International-Marketing-Philip-R-Cateora/dp/1259712354>

Other sources:

The Global Risks Report 2020

World Economic Forum

<https://marketinglessons.in/international-marketing-definition-examples/>

https://www.tutorialspoint.com/international_marketing/international_marketing_introduction.htm

<https://edgy.app/international-marketing>

<https://sproutsocial.com/insights/international-marketing-guide/>

<https://www.cleverism.com/global-marketing-strategies/>

Economist

Syllabus:

1. Introduction into international marketing (IM), its definitions, role, fundamental concepts, forms and key theoretical approaches to internationalisation of business.
2. Variety of marketing concepts (E.P.R.G. concept)
3. Standardisation versus adaptation and selected IM strategies.
4. International marketing environment and its latest developments.
5. Microenvironment levels and methods of assessment.
6. Macroenvironment levels and methods of assessment.
7. Intercultural environment and methods of its assessment.
8. Sustainability-oriented marketing in terms of the Corporate Social Responsibility
9. Analysis identifying opportunities for application of a marketing strategy by companies on international markets: segmentation of international markets; SWOT analysis (strengths, weaknesses, opportunities and threats), marketing planning
10. Identification of the entry method for companies entering international markets and related forms of ownership
11. International marketing programme – international marketing mix
 - Product policy
 - Pricing policy
12. International marketing programme – international marketing mix
 - Communication policy
 - Distribution policy
13. HR policy – its role and specific features in companies operating internationally

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: prof. Ing. Soňa Ferenčíková, PhD., Ing. Tatiana Hlušková, PhD., Ing. Daniel Krajčík, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMA FHI/MIC21010aj/21	Title of course: Mathematics for economists
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: The semester work - the written test - 30%, The final written test (theory and examples) - 70% 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	
Student workload: 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	
Teaching results: 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.	
Indicative content:	

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: 11					
A	B	C	D	E	FX
9.09	0.0	9.09	0.0	81.82	0.0
Lecturer: prof. RNDr. Katarína Sakálová, CSc.					
Date of the latest change: 01.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC210236/21	Title of course: Microeconomics (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English)	
Requirements to complete the course: 40 % Mid-term test, 60 % Final exam – test or combined exam Student's workload (in hours): 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Acquisition of systematic knowledge of microeconomic analysis and microeconomic models in the decision making of market subjects (individuals, firms and government) • 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. Competence: <ul style="list-style-type: none"> • Analyzing of microeconomic market functioning, market equilibrium and exchange. • Knowledge acquirement of consumer behavior and utility theory, as well as firm behavior, output of production and costs. • Different types of market structure analyzing (perfect competition, oligopoly, monopoly). • Perfect and imperfect competition market subject's behavior analyzing. • Microeconomic principle effective application in company's decision making. Skill: <ul style="list-style-type: none"> • Identify and establish economic equilibrium on national and international markets. • Determine optimal consumption strategy of consumer's that provides maximum utility within the consumer's income. • Determine individual demand function and identify demand sensitivity on changes of external parameters. • Determine the firm's supply volume and price per unit of production in context of profit maximization on perfect competitive, monopoly or oligopoly market. • 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. 	

Indicative content:

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 tools 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: preferences 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: 0

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

Lecturer: doc. Ing. Nora Grisáková, PhD., Ing. Jakub Kintler, PhD., Ing. Jana Kissová, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava												
Faculty:												
Course code: KET NHF/NNE21103/21			Title of course: Mikroekonómia (v anglickom jazyku)									
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present												
Number of credits: 6												
Recommended semester/trimester of study:												
Degree of study: I., II., N												
Prerequisites:												
Requirements to complete the course:												
Student workload:												
Teaching results:												
Indicative content:												
Support literature:												
Syllabus:												
Language whose command is required to complete the course:												
Notes:												
Assessment of courses Total number of evaluated students: 4												
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p	
25.0	0.0	0.0	50.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lecturer:												
Date of the latest change: 03.02.2022												
Approved by:												

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KBaMF NHF/ NNC21053/21	Title of course: Monetary Theory and Policy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 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	
Student workload:	
Teaching results: 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: 7

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	14.29	14.29	42.86	28.57	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Jana Kotlebová, PhD.

Date of the latest change: 07.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KBaMF NHF/ NNC21056/21	Title of course: Money Markets
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 10% - portfolios and investment strategies 10% - semester work 20% - written work 60% - final exam	
Student workload: Attendance at lectures – 22 hours Participations in seminars – 22 hours Preparation for seminars (examples, investment strategies) – 15 hours Processing of presentations (semester works) – 15 hours Preparation for written work, test – 30 hours Preparation for the exam – 52 hours	
Teaching results: Knowledge: <ul style="list-style-type: none"> - A theoretical and legislative overview of money market problematics - Understanding of the money market functioning - Understanding of the money market specifics from issuer's and investor's standpoint - Understanding of relations between the money market and monetary policy - Understanding of specifics of the interbank money market functioning under the eurozone conditions Skills: <ul style="list-style-type: none"> - The ability to evaluate information and analyse situation on the money markets - The ability to evaluate the money market assets - The ability to use relevant fundamentals for trading on money markets Competencies: <ul style="list-style-type: none"> - The teamwork ability - The analytical thinking ability - The presentation and communication skills 	
Indicative content: Financial market and its instruments	

Financial market - characteristics, division, functions. Financial market instruments. Securities as a basic market tool, their division according to various aspects and specifications. Derivatives - a specific financial market instrument. The current situation on the financial market.

2. Basics of investing in financial markets

The magic triangle of investing. Yield, risk and liquidity. Interest rates such as the price of money and the criterion of profitability. Interest rate theory. Development of interest rates depending on the economic cycle. Investment area and its attributes. Time values and interest rates. Simple payments and annuity payments and their use in financial investment. Internal return on investment. Decision criteria for return on investment. Yield curve of market instruments and its practical use.

3. Risk in the money and capital markets

Specific and market risk. Quantification of market risk. Expected return on the quantification of risk. Variance and standard deviation as an indicator of market risk. Specific risk and its assessment – rating.

4. Liquidity and yield on money and capital markets

Liquidity and its attributes. Price stability, reversibility, tradability. Issues of liquidity levels. Return on investment. The importance of taxation in financial investment – factors.

5. Discount market as part of the money market

Treasury bills and their role in bridging the current state budget deficit of the Slovak Republic - a tool of fiscal policy. Treasury bills in the world and in the Slovak Republic - primary market and trading, ARDAL. Valuation of T-bills in issuance and trading. Yield of T-bills. Calculation of WAR. Calculation of yield for the holding period.

6. Bill of exchange as a security and its specifications

Legislative preconditions for the operation of bill of exchange on the money market. Bills of exchange in the sense of legislation. Geneva bill of exchange law, comparison with Anglo-Saxon law. Advantages of bills of exchange and their use in practice. Valuation of bills of exchange. Trading on the secondary market.

7. Certificate of deposit, its forms, and other money market securities

Characteristics and advantages of investing in certificates of deposit. The price of certificate of deposit and its yield. Profitability during the holding period. Use of effective profitability in certificates of deposit. Innovations in the deposit certificate market. Commercial securities and other money market securities.

8. Money market and its forms – Euro area interbank market

Euro area interbank market. Transactions between commercial banks and the central bank and types of transactions. Transactions between commercial banks with each other. Collateral. Conditions for the functioning of the euro area interbank market. Interbank interest rates in the euro area and worldwide.

9. Money market instruments to manage financial risks

Financial derivatives. Types of financial derivatives. Interest rate forwards. Interest rate futures. Use of derivative interest rate instruments. Advantages of use for the investor. Examples of interest rate forward and interest rate futures. Money market dealers and their role in hedging and the function of market makers.

10. Use of interest rate derivative financial instruments for trading on the money market

Interest rate swaps – coupon, basis swap. The breakdown of interest rate swaps. The use of interest rate swaps when trading on the money market. Option contracts, interest rate options – agreements cap, floor and collar, their use and comparison with other financial derivatives.

11. Trading in the money market - Repo transactions - secured loans on the money market. The essence of repo, types and division of repo transactions. Causes of emergence of repo transaction. Advantages and disadvantages of repo transactions. Use of repo transactions on the money market. Documentation of repo transactions. Characteristics of repo transactions - repo rate, collateral, risks,

margins, leverage mechanism, returns, substitution. Failure of repo transactions. The European repo market in London and its participants. Repo market in the euro area.

Support literature:

- Chovancová, B. – Malacká, V. – Demjan, V. – Kotlebová, J.: Finančné trhy. Nástroje a transakcie. Bratislava. Wolters Kluwer. 2016. ISBN 978-80-8168-330-5
- Malacká, V. – Chovancová, B.: Peňažné a kapitálové trhy. Zbierka príkladov. Bratislava. Iura Edition. 2011. ISBN 978-80-8078-378-5
- Malacká, V.: Vybrané segmenty peňažného trhu. EKONÓM Bratislava. 2013. ISBN 978-80-225-3512-0
- Stigum, M.: Stigum's Money Market, 4E. New York: McGraw-Hill Education. 2007. ISBN 978-00-714-4845-1
- Fabozzi, F.: The Handbook of Fixed Income Securities, Eighth Edition. New York: McGraw-Hill Education. 2012. ISBN 978-00-717-6846-7

Syllabus:

Language whose command is required to complete the course:

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. Peter Árendáš, PhD.

Date of the latest change: 07.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KHP NHF/NND21112/21	Title of course: National Accounts
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KHP NHF/NND21111/21-Economic Policy	
Requirements to complete the course: Full-time: Class activity, continuous written assignment and final seminar work 40 %. Written exam 60 %.	
Student workload: Full-time (Applied Economics): Total study load 156 hours Of which: Lectures 26 hours, Seminars 26 hours, Preparing for seminars 13 hours, Semester assignment 13 hours, Preparing for evaluations during the semester 26 hours, Final exam preparation 52 hours Full-time (Public Policy Management): Total study load 156 hours Of which: Lectures 22 hours, Seminars 22 hours, Preparing for seminars 21 hours, Semester assignment 13 hours, Preparing for evaluations during the semester 26 hours, Final exam preparation 52 hours	
Teaching results: Knowledge - presentation of economic relations using graphical and mathematical tools in MS Excel based on data on national accounts provided by Eurostat - creation of meaningful interpretations of monitored macroeconomic indicators created by combination of various variables in the system of national accounts - being familiar with the used data and realizing their advantages and limitations - current prices, international comparison, role of proxy variables in economic analysis Competence - ability to analyze and verify economic knowledge on real macroeconomic data with use of seminar paper for selected country and assigned account - take an analytical approach to development trends and understand the causes of their development - ability to critically evaluate achieved results during the process of indicators formation - development of skills for processing qualitative economic analysis during the seminar paper preparation Skills	

- interpretation of economic data and achieved results using their own created indicators - qualitative economic analysis
- correct interpretation of various empirical results and awareness of the limits of the achieved results
- creation of own qualitative analysis with emphasis on finding the causes of economic indicators development - distinguish between correlation and causality
- team cooperation during creation of a joint semester project - seminar paper is created by team of students encouraging cooperation among them

Indicative content:

1. System of national accounts. Basic principles of the ESA 2010 system
2. Institutional sectors
3. Production account
4. Generation of income account
5. Allocation of primary income account
6. Secondary distribution of income account
7. Use of income account
8. Capital accounts
9. Goods and services account
10. Supply table
11. Use table
12. Macroeconomic aggregates.

Support literature:

Stanislava Hronová, Jakub Fischer, Richard Hindls, Jan Sixta: Národní účetnictví – od výroby k bohatství Praha: C. H. Beck, 2019. 1st edition. 432 pages. ISBN 978-80-7400-738-5
 Lequiller, F. and D. Blades (2014), Understanding National Accounts: Second Edition, OECD Publishing, Paris, <https://doi.org/10.1787/9789264214637-en>.

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. Karol Morvay, PhD., Ing. Martin Hudcovský, PhD.

Date of the latest change: 21.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KAJ FAJ/ ERASMUS12/22	Title of course: Odborný anglický jazyk pre pokročilých I.
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Activity at seminars – 20 % Assessment of homework -20 % The result of a final written test – 60 %	
Student workload: 26 hours –participation in the seminar 26 hours – preparation for the seminar 26 hours – preparation for written exam	
Teaching results: To understand extended speech and dialogues; to understand longer specialized texts with complicated structure. To be able to communicate adequately in the area of general as well as specialized topics and to formulate ideas and attitudes precisely. In the written form to be able to express own opinions and attitudes as well to be able to summarize specialized knowledge in an appropriate way; to obtain the ability to communicate in the written form with business partners on the appropriate level. To be able to communicate adequately in the area of general as well as specialized topics and to formulate ideas and attitudes precisely. In the written form to be able to express own opinions and attitudes as well to be able to summarize specialized knowledge in an appropriate way	
Indicative content: 1. Internal and external communication in business 2. Trends in development of current economy 3. Marketing 4. Products; global brands 5. Company 6. Case study	
Support literature: Cotton, D., Falvey, D., Kent, S. Market Leader Upper Intermediate. 5th edition. Harlow: Pearson Education Limited, 2019. 175 s. ISBN 978-1-4082-3709-0	
Syllabus: 1st week: Characteristics of a good communicator; decisive factors in communication; types and forms of communication. 2nd week: Pros and cons of e-mail communication; telephoning with business partners. 3rd week: Trends in development of current economy; business cycle in an economy. 4th week: International marketing; company marketing strategy. 5th week: Global brands and products. 6th week: Brainstorming and its importance for success of a company. 7th week: Company and building good relationships in an organization. 8th week: Specific features of business relationships with foreign partners (e .g. China). 9th week: Networking. 10th	

week: Indicators of successful business; innovation as one of important conditions of success in business. 11th week: Profile of a successful entrepreneur; language and basic strategies of negotiations; grammar (tenses). 12th week: Case study. 13th week: Revision and a final test.

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: 22.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KOVE FHI/ IIB21135/22		Title of course: Operations Reseach I (in English)			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 6					
Recommended semester/trimester of study:					
Degree of study: I., N					
Prerequisites:					
Requirements to complete the course:					
Student workload:					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
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: 14.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21028/21	Title of course: Organizational Behavior (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21043/21-Management Decision-Making (in English)	
Requirements to complete the course: 40% activity during the seminar, elaboration and presentation of the project, 60% written exam Student's workload (in hours): student workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. Competence: <ul style="list-style-type: none"> • be able to use knowledge as individual, group or organizational aspects affect the possibilities of achieving the goals of the organization • 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 • 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 • apply knowledge to practical cases of the management environment • propose solutions and defend conclusions Skill: <ul style="list-style-type: none"> • differentiate individual characteristics of employees, adequately use in the process of individual approach and at the same time set up team cooperation • • interpret and use theories of motivation, theories of leadership, theories of team dynamics, implementation of change, conflict management and relationships 	

- develop communication skills and presentation of organizational situations.
- 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: 5

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

Lecturer: doc. Ing. Jana Blštáková, PhD., prof. Ing. Nadežda Jankelová, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21033/21	Title of course: Organizational Design of an Enterprise (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21028/21-Organizational Behavior (in English)	
Requirements to complete the course: 70% project developed during the seminars, 30% final (oral) project defines Student workload (in hours): student workload: 130 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation for final project defence 13 h, project preparation 39 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Understanding the nature of organizing and organizational design and its place in the business management system. Knowledge of the process of organizing, the formation of the organizational structure of the enterprise and their individual dimensions - centralization, formalization, hierarchy and specialization. Knowledge of the impact of new trends such as the emergence of Shared Service Centres, outsourcing or offshoring on the organizational structure of the enterprise, coworking. Understanding the differences between bureaucratic and adhocratic systems of organizing the enterprise. Understanding the impact of information technology on the organizational structure of the enterprise - virtual organizations, working from home. Competence: <ul style="list-style-type: none"> • effective usage of essential information about the organizational structure of the enterprise, its basic features, shape, management span in practice, • student will be able to evaluate critically the selection of an appropriate organizational structure in the enterprise, • critically evaluate the manifestations of bureaucracy and adhocracy in the enterprise, their positive and negative manifestations, • propose solutions and defend conclusions or recommendations for changing the organizational structure of the enterprise. Skill: <ul style="list-style-type: none"> • interpret the specifics of the organizational structures of enterprises, • critically evaluate the choices of organizational structure, • analyze the factors influencing the shape of the organizational structure, 	

- identify the manifestations of bureaucracy or adhocracy in the enterprise,
- analyze the impact of outsourcing, offshoring or setting up a shared services center on the organizational structure of the company.

Indicative content:

Thematic definition of lectures:

1. Week Organizing and organizing, the enterprise as an open system
2. Week Organizational structure and its dimensions I. The dimension of formalization and the dimension of centralization in the organizational structure of the enterprise.
3. Week Organizational structure and its dimensions II. Dimension of hierarchy and dimension of specialization in the organizational structure of the enterprise.
4. Week Process organizational structure as a determinant of departmental structure.
5. Week Bureaucratic organization in the enterprise.
6. Week Holacratic organization and its manifestations in the enterprise.
7. Week Configuration and types of organizational structures I. Classical (mechanical) approach to the creation of organizational structures.
8. Week Configuration and types of organizational structures II. Contemporary approach to the creation of organizational structures - organic structures.
9. Week Configuration and types of organizational structures III. Contemporary approach to the design of organizational structures - the organic model.
10. Week Virtual organization and virtual team in the enterprise.
11. Week Network Structure. Outsourcing, Offshoring, Shared Service Centers and their impact on the organizational structure of the enterprise.
12. Week Teleworking as an innovative form of work organization in a company. Coworking and coworking centers.
13. Week New trends in organizational design of enterprises.

Thematic definition of exercises:

1. Week Introduction to Organizing.
2. Week Organizational structure and its dimensions I.
3. Week Organizational Structure and its Dimensions II.
4. Week Delegation - as an essential management skill.
5. week - Presentation of partial results of student projects and their discussion.
6. week Bureaucratic Organization.
7. week Holacracy - as an alternative to bureaucracy in the company.
8. week Configuration and types of organizational structures I.
9. week Configuration and types of organizational structures II.
10. week Presentation of partial results of student projects and their discussion.
11. week Configuration and types of organizational structures III.
12. week - Virtual organisation and virtual team.

Week 2 Current and new trends in business organisation - Case study

13. week Current and new trends in business organisation - Case study

Support literature:

1. AQUINAS, Chadha P. Organization Structure and Design, applications and challenges. New Delhi : Wxcel Books, 2008. 524 s. ISBN 978-81-7446-682-2.
2. BURTON, M. Richard – OBEL, Borge – DESANCTIS, Gerardine. Organizational Design: A Step-by-Step Approach. Cambridge : Cambridge University Press, 2011. 258 s. ISBN 978-1-107-00448-1.
3. DAFT, Richard L. - MURPHY, Jonathan - WILLMOTT, Hugh. Organization Theory & Design: An International Perspective. 3rd Edition. Hampshire : Cengage Learning EMEA, 2018. 588 s. ISBN 978-1-4737-2638-3.

4. DIEFENBACH, Thomas. Hierarchy and organisation – Toward a general theory of hierarchical social systems. London : Taylor & Francis, 2015. 301 s. ISBN 978-0-415-84392-8.
5. DIEFENBACH, Thomas – TODNEM, Run. Reinventing Hierarchy and Bureaucracy. Bingley : Emerald Group Publishing Limited, 2012. 252 s. ISBN 978-1-78052-782-6.
6. HATCH, Mary Jo. Organization Theory: Modern, Symbolic, and Postmodern Perspectives. 4th Edition. Oxford : Oxford University Press, 2018. 408 s. ISBN 978-0-19-872398-1.
7. CHILD, John Organization Contemporary principles and practice. 2nd edition. Hoboken : Wiley, 2015. 536 s. ISBN 978-1-119-95183-4.
8. KING, Daniel - LAWLEY, Scott. Organizational Behaviour. 3rd Edition. Oxford : Oxford University Press, 2019. 690 s. ISBN 978-0-19-880778-0.
9. ROBERTSON, B. J. Holacracy – The revolutionary management system that abolishes hierarchy. Bungay : Clays Ltd., St Ives plc., 2015. 225 s. ISBN 978-0-241-20586-0.
10. WORREN, Nicolay. Organization Design: Simplifying Complex Systems. 2nd Edition. Abingdon : Routledge, 2018. 309 s. ISBN 978-1-138-50286-4.

Syllabus:

Thematic definition of lectures:

1. Week Organizing and organizing, the enterprise as an open system

The meaning of existence of organizations. The history of the enterprise emergence as well as important milestones - individual technological breakthroughs or industrial revolutions, which conditioned the emergence of enterprises in their current form. Definition of basic concepts - organization, organizing, differences between organization and enterprise. Organizing as a managerial function and its position in management. Characteristics of organizations - instrumentality, formality, organization culture and organization structure.

2. Week Organizational structure and its dimensions I. The dimension of formalization and the dimension of centralization in the organizational structure of the enterprise. The dimension of formalization of organizational structure, the degree of organization in the enterprise and organizational norms. The set of organizational norms in the enterprise - organizational regulations, directives, orders, instructions, procedures. Dimension of centralization in the organizational structure. Interrelation of centralization and formalization in the enterprise. Dimensions of centralization and formalization in the enterprise - machine type enterprise (Walmart), clan type (IKEA) and mosaic type (Unilever), family type (Disney Corporation) and market type. Advantages and disadvantages of different organizational arrangements.

3. Week Organizational structure and its dimensions II. Dimension of hierarchy and dimension of specialization in the organizational structure of the enterprise.

The dimension of hierarchy in organizational structure - span of control and its influence on the shape of the organizational structure. Narrow and wide span of control. Approaches to determining the optimal span of control. High and flat organizational structure, their advantages and disadvantages. Lean management and its implications for the organizational structure in the enterprise. Organizational memory and loss of organizational memory due to lean management. The dimension of specialization in the organizational structure of an enterprise, advantages and disadvantages of specialization.

4. Week Process organizational structure as a determinant of departmental structure. Identifying the differences between process and departmental structure. Organizational charts and process diagrams used in the enterprise. Basic parts of organigrams - set, chain, hub and web. Enterprise process maps. Comparison of process and departmental organizational structure and ways of displaying them. The essentials of organigrams, organigrams for current and desired state.

5. Week Bureaucratic organization in the enterprise.

A historical perspective on bureaucracy and its definitions from the perspectives of management, sociology and political science. Bureaucracy today - its manifestations and impacts on the enterprise and its organizational structure, alternative to bureaucracy in the enterprise. Positives

and negatives of bureaucracy in the enterprise. Criticism of bureaucracy in the past and current criticism of bureaucracy. Weber, Crozier, Merton, Simon, Hamel and their critique of bureaucracy. The Bureaucracy Mass Index (BMI), and an analysis of the current situation, why bureaucracy is thriving so much, why it is growing and flourishing. Bureaucratization and the iron cage of bureaucracy.

6. Week Holacratic organization and its manifestations in the enterprise.

Holacracy as an alternative to corporate bureaucracy. Theoretical definition of holacracy, comparison of holacracy and bureaucracy. Horizontal specialization, transparent company, decentralization within the team itself as well as within several work teams. Holacracy and its comparison with hierarchy and heterarchy. Main principles of holacracy: Dynamic planning, Iterative organizational learning, Integrative decision making, Evolutionary and purpose-driven organization, Fractal self-organization of organizational hierarchy...Examples of companies that are built on the principles of holacracy - Zappos, JumpSoft, Arca, Precision Nutrition, David Allen Company, Morning Star.

7. Week Configuration and types of organizational structures I. Classical (mechanical) approach to the creation of organizational structures. (Functional and divisional structure).

A classical approach to organizational structures and a contemporary approach to the configuration of organizational structures. Simple structure, line structure, line-staff organizational structure. Advantages and disadvantages of different organizational configurations. Relationships vertical, horizontal, diagonal. Plant, operation, workshop in the enterprise. Departmental and process organizational structure.

8. Week Configuration and types of organizational structures II. Contemporary approach to the creation of organizational structures - organic structures. Project structure, matrix structure. The current approach to the design of organizational structures - the mechanical and organic model. Functional and divisional organizational structure. Advantages and disadvantages of functional organization. Product division, its advantages and disadvantages. Geographical division, its advantages and disadvantages. Division by customer, its advantages and disadvantages. Examples of companies with divisional organizational structure - Henkel, Siemens, Electricité de France...Duplication of functions in the divisional structure and its impact on the company's costs. Comparison of functional and divisional structure.

9. Week Configuration and types of organizational structures III. Contemporary approach to the design of organizational structures - the organic model. Horizontal structure, team structure. Organic approach to configuration of organizational structures - project structures - project coordination, pure project organization, project integration. Project and its basic features. Advantages and disadvantages of project structures. Matrix structure - its advantages and disadvantages. Team and horizontal structures, their advantages and disadvantages. Network structures, their advantages and disadvantages. Examples of companies with an organic approach to configuring their structure.

10. Week Virtual organization and virtual team in the enterprise.

Basic features of virtualization in an organization. Difference between virtual and network organizational structure. Advantages and disadvantages of virtual organization. Types of virtual organization. Life cycle of a virtual organization. The future of the virtual organization. Virtual team versus traditional team. Types of virtual teams - network team, parallel team, project team, functional team, service team, action team, management team. Current challenges of virtual teams - building trust, communication, language barrier, time zones.

11. Week Network Structure. Outsourcing, Offshoring, Shared Service Centers and their impact on the organizational structure of the enterprise.

The use of Shared Service Centers, Business Process Outsourcing and offshoring and their impact on the organizational structure of the enterprise. Comparison of the advantages and disadvantages of using Shared Service Centers and outsourcing. Reasons for using offshoring. Definitions of

terms such as offshoring, nearshoring, onshoring, reshoring, outsourcing, insourcing. Current situation of development of shared service centers and outsourcing in Slovakia. Enterprise service centers - their development over time, generations, impact on the economy of the Slovak Republic. The future of organizational structures - the trend of flattening, virtualization and flexibility. Forum for business service centers and their activities in Slovakia.

12. Week Teleworking as an innovative form of work organization in a company. Coworking and coworking centers.

Definition of terms such as - home office, homeworking, teleworking, telecommuting.

Advantages and disadvantages of telecommuting. The importance of coworking centers in the implementation of teleworking. Coworking centers in Slovakia and their history. Values of coworking - cooperation, community, sustainability, openness, accessibility. Types of coworking centers - large, medium and small centers, university coworking centers, pop-up coworking centers. Manifestations of teleworking - combination of office and teleworking, telecommuting, telecentre, teleworking at home, mobile teleworking, telecottages.

13. Week New trends in organizational design of enterprises.

The impact of globalization and Industry 4.0 on the organizational design of enterprises. Learning organization, agile organization, its principles and impact on the organizational structure of enterprises. Self-organizing and self-managing teams, pressure for horizontal organization.

Thematic definition of exercises:

1. Week Introduction to Organizing.

Methodology and course content. Distribution of seminar work among students and explanation of the conditions for passing the course. Organisation and organising. A case study entitled Organisation and the enterprise - a case study of the Cadillac company (Skorkova, 2018).

Discussion on what is the goal of a business today - is it profit maximization or long-term sustainability. Why it is the goal and strategy that influence the organizational structure of the business?

2. Week Organizational structure and its dimensions I.

The dimension of formalization of organizational structure, the degree of organization in the enterprise and organizational norms. Vertical articulation of organizational structure - Degrees of management in Morning Star company (Skorková, 2018). Degree of organization in the accounting department and Case study Degree of organization in a - restaurant (Skorková, 2018). Centralisation at Wal-Mart in Germany and decentralisation at Lidl in Slovakia (Skorková, 2018). Answering the questions behind the case studies, discussion.

3. Week Organizational Structure and its Dimensions II.

The dimension of hierarchy in organizational structure - span of control and its influence on the shape of the organizational structure. Case study Span of management, Span of management according to Graicunas, Span of management according to Stieglitz, Span of management in a team of auditors. (Skorkova, 2018) Answering questions after the case studies, discussion.

4. Week Delegation - as an essential management skill.

Case studies on delegation (Skorkova, 2018). The delegation grid. Barriers to delegation - omnipotence, mistrust, ignorance of subordinates' knowledge. Benefits of delegation for the company, subordinates and managers. Delegation procedure. Motivational communication in delegation. Demotivational communication in delegation. Answering the questions behind the case studies, discussion.

5. week - Presentation of partial results of student projects and their discussion. (Throughout the semester, students develop a team project to optimize the organizational structure of a selected company according to predetermined points and schedule.) In this week we conduct the first review of the partial deliverables.

6. week Bureaucratic Organization.

Case study Bureaucracy, meritocracy and adhocracy. (Skorkova, 2018) Answers to questions

- strengths weaknesses of bureaucracy, strengths of adhocracy. Alaska Airlines case study - can freedom and control work well together? And RHD's crisis of trust (Skorkova, 2018). Reflecting on how the values, goals and vision of a company influence the organisational structure of a business.

7. week Holacracy - as an alternative to bureaucracy in the company.

A case study of Zappos, FAVI and Buurtzorg (Skorkova, 2018). Comparison of a classical organization and a holacracy. Pros and cons of both organizational arrangements. Answering the questions behind the case studies, discussion.

8. week Configuration and types of organizational structures I.

A classical approach to organizational structures and a contemporary approach to the configuration of organizational structures. A case study of Span Management at Dun and Bradstreet (Skorkova, 2018). Discussion on the future of span of control. New terms in the topic of span of control - span of influence, span of awareness. Answering questions after the case studies, discussion.

9. week Configuration and types of organizational structures II.

The current approach to the design of organizational structures - the mechanical model. Case study Schemes of organizational structures (Skorková, 2018) Comparison of different types of structures, their advantages, modifications. Case study - Divisional organizational structure in the company HENKEL. Answering the questions behind the case studies, discussion.

10. week Presentation of partial results of student projects and their discussion. (Throughout the semester, students develop a team project to optimize the organizational structure of a selected company according to predetermined points and schedule.) This week we conduct a second review of the sub-outcomes.

11. week Configuration and types of organizational structures III.

An organic approach to the configuration of organizational structures. Case studies - SBU in Matador and Průtik, s.r.o., case study Fractal organization in ŠKODA (Skorková, 2018) Answering questions after the case studies, discussion.

12. week - Virtual organisation and virtual team.

Case study - Teamwork, The pitfalls of teamwork - the Abilene paradox and groupthink. The difference between the Abilene paradox and groupthink. Examples from practice. Team roles according to Belbin and Who packed your parachute? - (Skorkova, 2018). Comparison of groups and teams. Specifics of virtual teams. Answering questions after the case studies, discussion.

Week 2 Current and new trends in business organisation - Case study - Which is better outsourcing or shared service centre? Comparing offshoring and outsourcing, case study - The ethics of offshoring, Why Zappos didn't use outsourcing (Skorkova, 2018). Student thesis presentation. Answering questions after the case studies, discussion.

13. week Current and new trends in business organisation - Case study - Which is better outsourcing or shared service centre? Comparing offshoring and outsourcing, case study - The ethics of offshoring, Why Zappos didn't use outsourcing (Skorkova, 2018). Student thesis presentation. Answering questions after the case studies, discussion. Handing in final projects and preparing their defence.

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. Zuzana Skorková, PhD., doc. Ing. Juraj Mišún, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21057/21	Title of course: Personnel Controlling (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21029/21-Personnel Management (in English)	
Requirements to complete the course: 40% work on assignments, 60% project development and presentation (exam)	
Student workload: Student's workload (in hours): student workload: 78 h (attendance at seminars 26 h, preparation for seminars 26 h, work on final project 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of the effectiveness of the human resources management system • HR controlling tools and HR indicators • Personnel controlling project procedure and organizational provision of controlling activities • Process perspective on the content of personnel management and the creation of added value of the enterprise. Competence: <ul style="list-style-type: none"> • Perception of people as the company's most valuable asset • Recognizing the links between the effectiveness and efficiency of HR policies, processes and methods in relation to the objectives and results of the business • Developing systems for planning and coordinating the delivery of HR strategy objectives in line with the business strategy • HR reporting, analysis of the achievement of business objectives through HR activities, forecasting of developments Skill: <ul style="list-style-type: none"> • formulate the procedure of personnel controlling • select and use appropriate personnel controlling indicators • create a set of company controlling indicators • use controlling tools and perform controlling analysis • interpret the results of the controlling analysis 	
Indicative content: Thematic definition of lectures:	

1. CORPORATE AND PERSONNEL STRATEGY AS A BASIS FOR PERSONNEL CONTROLLING.
2. PERSONNEL CONTROLLING AS A TOOL OF PERSONNEL MANAGEMENT
3. FUNCTIONS AND PRINCIPLES OF MODERN PERSONNEL CONTROLLING
4. FOCUS AND TOOLS OF PERSONNEL CONTROLLING
5. PERSONNEL CONTROLLING INDICATORS
6. SYSTEM OF PERSONNEL CONTROLLING INDICATORS
7. STAFF BENCHMARKING
8. METHODS OF PROCESS ANALYSIS OF PERSONNEL MANAGEMENT
9. THE ROLE OF SURVEYS IN PERSONNEL CONTROLLING
10. AUDIT OF PERSONNEL MANAGEMENT
11. STANDARD PROCEDURE OF CONTROLLING ANALYSIS
12. PROCESS OF IMPLEMENTATION AND ORGANIZATIONAL PROVISION OF PERSONNEL CONTROLLING.
13. CURRENT TRENDS IN PERSONNEL CONTROLLING.

Support literature:

Basic literature:

1. KAPLAN, Robert S. - NORTON, David P. - HORVÁTH, Péter - KUHN-WÜRFEL. Beatrix. Balanced Scorecard. Stuttgart : Schäffer-Poeschel, 1997. 333 s. ISBN 978-3-7910-12-037.
2. SCHULTE, Christof. Personal-Controlling mit Kennzahlen: Instrumente für eine aktive Steuerung im Personalwesen. München : Vahlen Verlag, 2020. 280 s. ISBN 10- 380-06-604-74.
3. GERLACH, Dieter. Crashkurs Personalcontrolling - inkl. Arbeitshilfen online: Grundlagen, Werkzeuge und Praxisbeispiele. Freiburg : Haufe Fachbuch, 2020. 190 s. ISBN 978-364-81-32-199.

Supplementary literature:

1. NIEDERMAYR, Rita. – WANICZEK, Mirko. et al. Personalcontrolling-Prozessmodell 2.0: Ein Leitfaden für die Beschreibung und Gestaltung von Prozessen des Personalcontrollings. Wien : Linde Lehrbuch, 2020. 104 s. ISBN 978-371-43-02-999.

Syllabus:

Thematic definition of lectures:

1. CORPORATE AND PERSONNEL STRATEGY AS A BASIS FOR PERSONNEL CONTROLLING.

The impact of personnel controlling on strengthening the strategic importance of personnel management and on strengthening the position of the HR department within the management of the enterprise. Key components of human capital. Investment in human capital.

2. PERSONNEL CONTROLLING AS A TOOL OF PERSONNEL MANAGEMENT

Concept of personnel controlling as a tool of personnel management. Reasons for introducing personnel controlling. The main tasks of personnel controlling. Basis of personnel controlling. Connection with corporate controlling. Organisational integration of personnel controlling, Implementers of personnel controlling and their competences.

3. FUNCTIONS AND PRINCIPLES OF MODERN PERSONNEL CONTROLLING

Definition of the content and functions of personnel controlling (profitability, liquidity, economy, risk). Dimensions and levels of personnel controlling. Key tasks, corporate functions and the subject of personnel controlling. The role of the personnel controller in the enterprise.

4. FOCUS AND TOOLS OF PERSONNEL CONTROLLING

Process and goal orientation of personnel controlling. Quantitative and qualitative tools.

Personnel indicators and personnel standards. Personnel controlling tools, result-oriented and process-oriented tools.

5. PERSONNEL CONTROLLING INDICATORS

Personnel controlling indicators and their relation to the company's objectives. Determination Of responsibilities, methods of measurement and interpretation. Indicators of overall efficiency of human resources utilization, indicators of efficiency of personnel functions, indicators of internal efficiency of the personnel department. Indicators for senior management. Indicators intended for controlling the results of the quality of personnel

6. SYSTEM OF PERSONNEL CONTROLLING INDICATORS

Quantitative (accounting and financial), qualitative (value) indicators. Horizontal (profitability and profitability), vertical (clarifying causes affecting the top indicator, profit). Value achieved, context of values achieved. Cost and revenue indicators. Comparison of indicators over time, over space, and against standards.

7. STAFF BENCHMARKING

Benchmarking project. Objectives of personnel benchmarking. Internal, external and functional, benchmarking. Best practice benchmarking.

8. METHODS OF PROCESS ANALYSIS OF PERSONNEL MANAGEMENT

Analysis of personnel activities of the enterprise (dynamics, vsutpy, outputs). Analysis of personnel costs and revenues (Activity Based Costing). Evaluation of objectives and results (Balanced Scorecard).

9. THE ROLE OF SURVEYS IN PERSONNEL CONTROLLING

Focus and objectives of employee and manager surveys. Basic assumptions of surveys. Assessment of qualitative characteristics of employees. Satisfaction and engagement surveys.

10. AUDIT OF PERSONNEL MANAGEMENT

Tools for assessing human resource management objectives, effectiveness and efficiency of HR processes, procedures and methods in relation to long-term business outcomes. Assessment of HR management objectives, methods and processes. Assessing the organisation, standards and automation of the HR department. Assessing the strengths and weaknesses of personnel management. Designing the implementation of change.

11. STANDARD PROCEDURE OF CONTROLLING ANALYSIS

Selection and calculation of indicators, analysis of their interrelations, design and implementation of measures. Interpretation of results, communication, follow-up activities.

12. PROCESS OF IMPLEMENTATION AND ORGANIZATIONAL PROVISION OF PERSONNEL CONTROLLING.

Project of introducing personnel controlling in the enterprise. Definition of processes and development of guidelines. Planning, budgeting, reporting. Rules of personnel reporting. Responsibilities of line managers in meeting the quality standards of personnel controlling.

13. CURRENT TRENDS IN PERSONNEL CONTROLLING.

Trends in personnel controlling. The impact of digital technological innovations on personnel controlling. Controlling information system. Tools of modern data analytics (Big Data, predictive analytics, Data Mining).

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. Jana Blštáková, PhD., doc. Ing. Mgr. Zuzana Joniaková, PhD.

Date of the latest change: 24.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21029/21	Title of course: Personnel Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21041/21-Human Resource Management (in English) or KM FPM/MMB21043/21-Management Decision-Making (in English)	
Requirements to complete the course: 20 % continuous work on assignments, 20 % elaboration and presentation of the project, 60 % combined examination Student's workload (in hours): student workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. • 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. Competence: <ul style="list-style-type: none"> • Prepare HR strategy and people management policies in line with the company's strategy and values • Examine current trends in people management, explain their significance and prepare their application to HR strategy, processes and methods in the enterprise. • 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 • Apply human resource management processes and methods at expert level in the enterprise/organisation • Perceive and advocate for the interests of employees, ensure alignment of employee and company/organisation expectations, shape a supportive company culture • To build the company/organisation as an attractive employer 	

Skill:

- 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. Harvard 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: 6

A	B	C	D	E	FX
66.67	0.0	16.67	16.67	0.0	0.0

Lecturer: doc. Ing. Jana Blšáková, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KJaT FAJ/JJC21410M/22	Title of course: Practical rhetoric in the Spanish language
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: Interim evaluation: 50% Final evaluation: 50%	
Student workload:	
Teaching results: The aim of the course is to develop skills related to the understanding, expression and oral interaction of students with advanced levels of foreign language, while paying attention to the development of intercultural skills. The student will acquire the ability to perform publicly in a foreign language in a multicultural environment, deepen their knowledge in a variety of socio-economic, political, international, and cultural topics or contexts by being able to speak, respond, consult, and express their views and arguments, analyse, summarize, and comment on current socio-economic, political, and cultural developments. The student will acquire the competence to identify and use different communication models; will master the specific vocabulary of argumentation and counter-argumentation for a correct debate with reasonable respect for the discussion opponents. The student will be able to apply the acquired theoretical knowledge in the form of discussions, presentations and at the same time will practice and improve speech in English. The student will gain practical knowledge of using different language tools in stylizing the text, arguing, opposing, and leading different types of communication models. The student is able to apply the acquired theoretical knowledge in practice.	
Indicative content: <ul style="list-style-type: none"> - Principles of discussion - General and individual persuasion techniques - Argument and counterargument, logic and structure of argument - Type and quality of arguments: emotional, rational, explanatory, and persuasive - Evaluation of counterarguments - Violation of the rules of probability theory - Team discussion, round table, discussion duel, communication models 	
Support literature: Required:	

1. DE PRADA, M., SALAZAR, D. & MOLERO, C.-M. (2012). Uso interactivo del vocabulario y sus combinaciones más frecuentes. B2-C2. Madrid: Edelsa.
2. EL ORDEN MUNDIAL (n.d.). <https://elordenmundial.com/>
3. LEÓN, J. (2016). Caleidoscopio 1. Análisis y debate, cultura e intercultura. C1. Madrid: EnClave-ELE.
4. SANS, N., MARTÍN, E., MUNTAL, J., ACQUARONI, R. & CONEJO, E. (2019). Bitácora 4. Nueva edición. Barcelona: Difusión.
5. THE CONVERSATION (n.d.). <https://theconversation.com/es/>

Optional:

1. ACQUARONI, R., AMENÓS, J., GONZÁLEZ, V., GRAS, P., SIMKIEVICH, J., SORIANO, C. & TARRÉS, I. (2017). C de C1. Barcelona: Difusión.
2. LÓPEZ-LLEBOT, M.-R. (2008). Hablemos en clase. Madrid: Edinumen.
3. SARRALDE, E., CASAJEROS, E., LÓPEZ, M. & MARTÍNEZ, D. (2016). Vitamina C1. Madrid: Sgel.
4. VRANIC, G. (2008). Hablar por los codos. Frases para un español cotidiano. Madrid: Edelsa.
5. Masmedia digital tools in Spanish speaking countries.

Syllabus:

Language whose command is required to complete the course:

Spanish

Notes:

Assessment of courses

Total number of evaluated students: 55

A	B	C	D	E	FX
61.82	21.82	12.73	0.0	0.0	3.64

Lecturer:

Date of the latest change: 18.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KJaT FAJ/JJC21513M/22	Title of course: Practical rhetoric in the French language
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: Interim evaluation: 50% Final evaluation: 50%	
Student workload:	
Teaching results: The aim of the course is to develop skills related to the understanding, expression and oral interaction of students with advanced levels of foreign language, while paying attention to the development of intercultural skills. The student will acquire the ability to perform publicly in a foreign language in a multicultural environment, deepen their knowledge in a variety of socio-economic, political, international, and cultural topics or contexts by being able to speak, respond, consult, and express their views and arguments, analyse, summarize, and comment on current socio-economic, political, and cultural developments. The student will acquire the competence to identify and use different communication models; will master the specific vocabulary of argumentation and counter-argumentation for a correct debate with reasonable respect for the discussion opponents. The student will be able to apply the acquired theoretical knowledge in the form of discussions, presentations and at the same time will practice and improve speech in English. The student will gain practical knowledge of using different language tools in stylizing the text, arguing, opposing, and leading different types of communication models. The student is able to apply the acquired theoretical knowledge in practice.	
Indicative content: <ul style="list-style-type: none"> - Principles of discussion - General and individual persuasion techniques - Argument and counterargument, logic and structure of argument - Type and quality of arguments: emotional, rational, explanatory, and persuasive - Evaluation of counterarguments - Violation of the rules of probability theory - Team discussion, round table, discussion duel, communication models 	
Support literature: Required: 1. HOLLEVILLE, S. (2021): Débattre en FLE (B2-C1). Paris: Ellipses. ISBN 2340047501	

2. MIQUEL, C. (2017): Communication progressive du français (B2-C1). Paris: CLE international. ISBN 2090382112

Optional:

1. CHARLES, R., WILLIAME, C., GROSSEMY, A.S. (2020): La Communication orale – Repères pratiques. Paris: Nathan. ISBN 2091638404

2. CORDEIL-LE MILLIN, Y. (2015): La Parole est à vous ! S'exprimer en public avec les techniques des acteurs Paris: Dunod. ISBN 9782100741946

3. ROCCA, M., SÉBASTIEN, G., ATTAL FOUGIER, M-L. (2017): Progresser en communication. Grenoble: PUG. ISBN 2706113812

Syllabus:

Language whose command is required to complete the course:

French

Notes:

Assessment of courses

Total number of evaluated students: 49

A	B	C	D	E	FX
83.67	10.2	4.08	2.04	0.0	0.0

Lecturer:

Date of the latest change: 18.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava											
Faculty:											
Course code: KET NHF/NNE21101/21			Title of course: Principles of Economics 1								
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present											
Number of credits: 6											
Recommended semester/trimester of study:											
Degree of study: I., N											
Prerequisites:											
Requirements to complete the course:											
Student workload:											
Teaching results:											
Indicative content:											
Support literature:											
Syllabus:											
Language whose command is required to complete the course:											
Notes:											
Assessment of courses Total number of evaluated students: 13											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
7.69	0.0	0.0	23.08	0.0	7.69	38.46	23.08	0.0	0.0	0.0	0.0
Lecturer:											
Date of the latest change: 03.02.2022											
Approved by:											

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KET NHF/MNE21102/21	Title of course: Principles of Economics 2 (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Requirements to complete the course: individual work, written test, written exam Seminars 40 %, of which: Activity at the seminar 15 % Elaboration and presentation of a case study 10 % Written tests from quantitative and graphic tasks 15 % Result of the final written exam 60 %	
Student workload: Total study load (full-time; in hours): Total student workload: 130 hours of which: Face to face instruction - lectures: 26 hours Face to face instruction - seminars: 26 hours Preparation for seminars: 13 hours Preparation of a team case study: 15 hours Preparation for written tests: 15 hours Preparation for the final exam: 35 hours	
Teaching results: Teaching results: The aim of the course is to introduce the students to the principles of macroeconomics and functioning of the economy as a whole. The students will be able to understand the basic macroeconomic indicators and the mutual interactions between them. The students learn how the macroeconomic equilibrium is being formed and what are the causes and consequences of macroeconomic disequilibrium. The course focuses on the economic role of the state, macroeconomic policies, the basic models of a closed and open economy and the international economic relations. Knowledge: Completion of the course enables students to master the basic macroeconomic concepts and understand macroeconomic context. The students will be able to systematize the knowledge of macroeconomics in relation to the courses such as economic policy, public finance, social policy and public administration.	

Competences:

The students will gain the ability to think like the economist and understand macroeconomic concepts, indicators, policies and issues and apply knowledge of macroeconomics to events in the economy.

Skills:

The students get the ability to search, process and analyze macroeconomic data gained from relevant resources and evaluate macroeconomic development. In tutorial, students are expected to work not only individually but also in teams. The students learn how to discuss and present their arguments.

Indicative content:

Indicative content:

Gross domestic product. Alternative approaches to measurement of economic performance. Aggregate demand and aggregate supply. Model AD-AS.

Consumption, savings and investment.

Economy in long-run: economic growth.

Economy in short-run: economic cycle.

Money, money market and banking system.

Inflation.

Unemployment and Phillips curve.

Macroeconomic approaches to economic policy.

Fiscal policy.

Monetary policy.

International trade. International flows goods, services and capital.

Exchange rate mechanism and international monetary relations.

International economic integration.

Support literature:

Support literature:

Compulsory literature:

1. Parkin, M.: Economics. 12th edition. Harlow: Pearson Education, 2016.
2. Mankiw, G.M.: Principles of Economics. 8th edition. Boston: Cengage Learning, 2017.

Suggested reading:

1. Krugman, P. – Wells, R.: Economics. 5th edition, Worth Publishers, 2018.
2. Acemoglu, D. – Laibson, D. – List, J.A.: Macroeconomics. Global edition, Pearson 2016
3. Levitt, D. S. – Dubner, S. J.: Freakonomics (A Roque Economist Explores the Hidden Side of Everything). William Morrow Ltd., 2006.
2. Levitt, D. S. – Dubner, S. J.: SuperFreakonomics, William Morrow Ltd., 2011.
3. Thaler, R. – Sunstein, C. R.: Nudge (Improving Decisions about Health, Wealth and Happiness). Yale University Press, 2008.

Syllabus:

LECTURES

1 WEEK

Gross domestic product. Alternative ways of measuring economic performance. Aggregate demand, aggregate supply, model AD-AS

Measurement of economic activity - GDP, methods of GDP calculation, nominal and real GDP. GDP imperfections and alternative ways of measuring economic performance. Definition of the terms aggregate demand and aggregate supply, factors influencing the size of AD and AS. AD-AS model as a basic model of macroeconomic balance.

WEEK 2

Consumption, savings and investment

Consumption as the largest component of aggregate demand. Changes in consumption and their impact on AD. Consumption function, average and marginal propensity to consume. Savings and savings function. Average and marginal propensity to save. Expenditure balance in a closed economy. Investments and their effects. Investment multiplier and its importance.

WEEK 3

Long-term economy: Economic growth

Economic growth, its measurement. Sources of economic growth. Ways to ensure sustainable growth. Problems of economic growth in developed and less developed countries.

WEEK 4

Short-term economics: Economic cycle

Economic cycle - its course, basic and boundary phases. Specifics of economic cycles in the 20th century and early 21st century. The influence of the economic cycle on changes in basic macroeconomic variables. The cycle caused by shocks on the AD side, resp. shocks on the AS side. Illustration of economic cycle phases in AD-AS model. Okun's law.

WEEK 5

Money, the money market and the banking system

The nature and function of money. Development of forms of money. Money supply and monetary aggregates. Money demand and basic theories of money demand and their implications. Liquidity preference theory and quantitative money theory. Forming equilibrium in the money market. Financial intermediaries - creation of bank money and multiplier of money supply.

WEEK 6

Inflation

Inflation and its measurement using price indices. Classification of inflation by individual forms. Expected and unexpected inflation. Demand-driven and cost-driven inflation. The cost of inflation. Deflation and its impact on the economy.

WEEK 7

Unemployment and the Phillips curve

Definition of basic terms (working population, workforce, employed, unemployed).

Unemployment measurement. Forms of unemployment. Causes of the existence of frictional, structural and cyclical unemployment. Natural unemployment rate. Unemployment costs.

Ways to solve the problem of unemployment. Phillips curve - original approach and monetarist approach.

WEEK 8

Macroeconomic approaches to economic policy

The concept and forms of macroeconomic economic policy. Macroeconomic economic policy objectives. Domestic and supranational entities of macroeconomic economic policy. The concept of the magic n-gon. Demand-oriented macroeconomic policy and supply-oriented macroeconomic policy. Approaches of individual theoretical schools in preferring economic policy goals.

WEEK 9

Fiscal policy

Fiscal policy. National budget. State budget revenues and expenditures. State budget deficit and state debt. Objectives and transmission mechanism of fiscal policy. Stabilization fiscal policy and the use of automatic stabilizers. Discrete fiscal policy measures. Extrusion effect. Short-term and long-term effects of fiscal policy in the AD-AS model. Fiscal multipliers.

WEEK 10

Monetary policy

Monetary policy objectives. The position and role of the central bank in the economy. Types of monetary policy. Monetary policy transmission mechanism. Indirect monetary policy instruments

- open market operations, minimum reserves, key CB interest rates and foreign exchange market interventions. Short-term and long-term effects of monetary policy in the AD-AS model.

WEEK 11

International Trade. International movement of goods, services and capital

International trade - the essence, causes of the existence of international trade. Theories of international trade - theory of absolute and comparative costs. Free trade and economic efficiency. Liberal vs. protectionist foreign trade policy. Protectionist trade policy instruments - tariffs and quotas and their effects on the efficiency of resource allocation. International capital movements - foreign direct investment and portfolio investment. Balance of payments and its importance. Balance of payments structure.

WEEK 12

Exchange rate mechanism and international monetary relations. International economic integration

Exchange rate - nominal and real exchange rate. Exchange rate formation, basic exchange rate systems, their advantages and disadvantages. Demand and supply by currency in the foreign exchange market. Factors influencing demand and supply in the foreign exchange market.

Purchasing power parity theory.

International economic integration and its forms. Development and current state of international economic integration within the EU.

WEEK 13

Final summary and repetition of the most important topics

SEMINARS

1 WEEK

Introductory seminar

Familiarization with the content of the subject and the conditions of evaluation. Introduction to working with databases of statistical offices and international organizations.

WEEK 2

Gross domestic product. Alternative ways of measuring economic performance. Aggregate demand, aggregate supply, model AD-AS

Measurement of economic activity - GDP, methods of its calculation, nominal and real GDP.

Gross domestic product statistics in selected countries. GDP imperfections and alternative ways of expressing economic prosperity.

WEEK 3

Consumption, savings and investment

Consumption - autonomous, dependent on pension. Consumption function. Savings and savings function. Average and marginal propensity to consume and save. Private, public and national savings. Equilibrium model in the market of financial resources - balance of savings and investments.

WEEK 4

Long-term economy: Economic growth

Statistical comparison of living standards of selected countries. The role of labor productivity and sources of its growth. Possibilities of measuring economic growth and its impact on living standards.

WEEK 5

Short-term economics: Economic cycle

Economic growth versus economic cycle. The model of aggregate demand and aggregate supply and its importance in explaining cyclical fluctuations. Use of statistics in economic cycle analysis. Identification of shocks in the AD-AS model

WEEK 6

Money, banking system and money market

Money, monetary aggregates and their importance in the economy. Statistical data on monetary aggregates in selected countries. Quantitative theory of money and the equation of exchange. The relationship between the amount of money and the price level. Fractional banking - a money multiplier and the creation of bank money.

WEEK 7

Inflation

Price indices, their importance in measuring price level changes and the application of knowledge using statistical data. Causes of inflation, its forms and costs of inflation. Demand-driven and cost-driven inflation in the AD-AS model.

WEEK 8

Unemployment and the Phillips curve

Population distribution in the economy and its importance in measuring the unemployment rate, employment and economic activity using statistics. Causes and possibilities of solving the frictional, structural and cyclical unemployment rate. Natural unemployment rate. Short-term choice between inflation and unemployment - Phillips curve.

WEEK 9

Fiscal policy

Implementation of expansionary and restrictive fiscal policy in the AD-AS model. Fiscal policy instruments. Fiscal multipliers and the crowding-out effect of private investment. Analysis of fiscal policy responses based on taxes and government expenditures.

WEEK 10

Monetary policy

Implementation of expansionary and restrictive monetary policy in the AD-AS model. Monetary policy instruments. The European Central Bank, its instruments and the implementation of monetary policy. Analysis of the central bank's reactions to demand and supply shocks in AD-AS.

WEEK 11

Final written work.

Presentation of a case study in the form of teamwork, discussion

WEEK 12

International Trade. International movement of goods, services and capital

Theory of absolute and comparative advantages. Graphic analysis of importing and exporting economies. Tariffs and quotas - tools of government protectionist trade policy. Balance of payments and its components.

WEEK 13

Exchange rate mechanism and international monetary relations. International economic integration.

Exchange rate - nominal and real exchange rate. Graphic analysis of the formation of equilibrium in the foreign exchange market. Basic exchange rate systems - causes and consequences of overvalued and undervalued exchange rates. International economic integration.

Corrective date of the final written work.

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
0.0	0.0	0.0	100.0	0.0	0.0
Lecturer: prof. Ing. Anetta Čaplánová, PhD., Ing. Peter Adamovský, PhD., Ing. Ľubomír Darmo, PhD., Ing. Eva Sirakovová, PhD.					
Date of the latest change: 03.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMMVaL FPM/ MMD21012/21	Title of course: Production Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21025/21-Business Economy (in English) or KM FPM/MMB21046/21-Management (in English)	
Requirements to complete the course: 30 % continuous written work, 70 % written exam Student's workload (in hours): student workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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 Competence: <ul style="list-style-type: none"> • to make real use of the acquired knowledge of production management in terms of subjects, elements, factors, development processes in business practice, • to adequately apply not only classical, but also modern factors typical for production management, business in the field, • 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, • to propose, apply and emphasise modern methods, concepts and methods of process management that induce the need for change in current production management, • to synergise and improve production management in relation to other disciplines, such as innovation, marketing, informatics, finance, quality management, logistics, ecology. Skill: <ul style="list-style-type: none"> • to explicitly express and interpret, critically evaluate the acquired practical knowledge of production management in the theory and practice of business, • to perform and interpret the results of network analysis in preparation for production, • 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, 	

- 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: 0

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

Lecturer: Ing. Brigita Boorová, PhD., doc. Ing. Klaudia Gubová, PhD., Ing. Patrik Richnák, PhD., prof. Ing. Andrej Dupal', CSc.

Date of the latest change: 21.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21030/21	Title of course: Project Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English)	
Requirements to complete the course: 40% continuous written work, 60% combined exam Student's workload (in hours): student workload: 156 h (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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of the company and its economic activity through the definition of the project nature, project life cycle, project objectives and project typology with special regard to business strategy analysis and entrepreneurial attitude, which includes initiative, proactivity, innovation, motivation and commitment to business goals. Competence: <ul style="list-style-type: none"> • effectively use essential information about the company and its project world as a business entity, • critically evaluate the course and specifics in the individual stages of the project cycle, characterize the project objectives and evaluate the benefits of the project with an impact on the value processes of the company, • make managerial decisions and evaluate their impact on the company's strategy and perspective, including proposals for solutions and defense of conclusions or recommendations for project thinking and management in order to increase the effectiveness of business activities, • perform senior middle and top management functions with an emphasis on project management in the company and apply methods and procedures of managerial work in the field of project management and project management office, • pay attention to the environmental aspect and sustainability of project management. Skill: <ul style="list-style-type: none"> • Ensure compliance of project assignments with the company's strategy and prepare project documentation. • Acquire and develop international standards of project thinking in the business environment as a necessary condition for employment in the local labor market. 	

- Build and maintain an integrated system of tools and methods for project management (software, documents, knowledge and experience, including resources and resource management).
- Lead the project team.

Indicative content:

Thematic definition of lectures:

1. Week 1:

Introduction to project management.

2. Week 2:

Project management organization.

3. Week 3:

Teamwork and creativity in project management.

4. Week 4:

Process model of project management.

5. Week 5:

Project preparation and verification.

6. Week 6:

Project planning.

7. Week 7:

Implementation of project activities.

8. Week 8:

Project control.

9. Week 9

Methods and techniques of project management.

10. Week 10:

Project financing. Sources of funding.

11. Week 11:

Project management in specific conditions.

12. Week 12:

Agile project management.

13. Week 13:

International standards of project management.

Thematic definition of exercises:

1. Introduction to project management.

Week 2:

Project management organization.

Week 3

Teamwork in project management.

Week 4

Project preparation.

Week 5

Project verification.

Week 6

Project planning.

Week 7:

Implementation of project activities.

Week 8:

Methods and techniques of project management.

Week 9:

Project quality management.

Week 10:

BATNA. The art of conducting project negotiations on a non-competitive principle.

Week 11:

Final project report.

Week 12:

Presentation of seminar papers I.

Week 13:

Presentation of seminar papers II.

Support literature:

Basic literature:

1. LARSON, Eric – GRAY, Clifford. Project Management, the Managerial Process. New York : McGraw-Hill, 2011. 608 s. ISBN 978-0-07-340334-2.

Supplementary literature:

1. PROJECT MANAGEMENT INSTITUTE. A guide to the Project Management Body of Knowledge. 5th edition. Norwich : The Stationery Office, 2009. 589 s. ISBN 978-1935589679.

2. PROJECT MANAGEMENT INSTITUTE. Managing Successful Project with PRINCE2. 5th edition. Norwich : The Stationery Office, 2009. 327 s. ISBN 978-0113310593.

3. PORTNY, Stanley E. Project Management for Dummies. Hoboken : John Wiley & Sons, 2017. 464 s. ISBN 978-1119348900.

4. LAYTON, Mark C. Agile Project Management for Dummies. Hoboken : John Wiley & Sons, 2020. 496 s. ISBN 978-1119405696.

5. KERZNER, Harold. Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance. Hoboken : John Wiley & Sons, 2017. 448 s. ISBN 978-1119427285.

6. DIONISIO, Cynthia. S. Project Manager's Book of Forms: A Companion to the PMBOK Guide. Hoboken : John Wiley & Sons, 2017. 272 s. ISBN 978-1119393986.

7. GAMBOA, Marvin M. Project Management Step-by-Step Templates. Tarlac City : Pier Engineering and Consultants. 2015. 194 s. ISBN 978-9719590170.

8. PROJECT MANAGEMENT INSTITUTE. A Guide to the Project Management Body of Knowledge. Norwich: The Stationery Office, 2013. 592 s. ISBN 978-1935589679.

Syllabus:

Thematic definition of lectures:

1. Week 1: Introduction to project management. The essence and development of project management. European reference framework. Key competences for lifelong learning. Sense of initiative and entrepreneurship: knowledge, skills, attitudes. Project specification and classification. Prerequisites for the success of the PM and how to evaluate the success of the project: goal and purpose / benefit of the project. Project thinking. Project environment. Mind map of project management. Basic EU methodology: Project Management Cycle. Terminological dictionary.

2. Week 2:

Project management organization. Integration of project management into the organizational structure of the company. Basic models of PM organizational structures. Hierarchical structure of the organization (OBS). Introduction of project management into the organization. Internal and external projects. Project mandate. Project sponsor. Project preparation. Starting a project. Elaboration of a draft standard. Verification of the correctness of the standard on the pilot project. Release of the final version of the standard. Introduction of a uniform standard in the company - Project Management Directive.

3. Week 3:

Teamwork and creativity in project management. Basic subjects in team management. Team formation and performance. Roles in the project team. Synergistic effect. Innovation potential.

Growth of teamwork quality. Project meetings, records and archiving of project documentation, course and arrangement of the project meeting room. Project meetings in times of unexpected situations (pandemic). Motivation, communication, stimulation and conflict resolution strategies.

4. Week 4:

Process model of project management. Project life cycle. Basic process model. System aspects of project management. Analysis of stakeholders / stakeholders of the project. Problem analysis. Goal analysis. Problem tree. Goal tree. Logical framework. The goal. Purpose. The results. Activities. Indicators. Verification method / verification sources. Prerequisites. Milestones. Resources. The principle of constructing a matrix of a logical framework. Main user, main contractor, expert team, project support (assistant project manager, PMO, PO, consultant, coach, collaborators).

5. Week 5:

Project preparation and verification. Evaluation and verification of project feasibility (feasibility study). Objectives, strategy, history and objectives of the project. Expected costs. Strategy for securing expected costs. Technology and technical support of the project. Sustainability of the project. Financial and economic security of the project. Organizational arrangement and management model. Manpower needed to secure the project. Implementation plan. Prerequisites. Restrictions. Critical success factors. Initiation and start of the project. Types of links between tasks. Beginnings and ends of tasks. Network chart. Critical path. Timetable. Project costs and costs. Cost prices. Fixed prices.

6. Week 6:

Project planning. The essence and material content of project planning. Time planning, cost planning (Cost Breakdown Structure CBS), staffing - Human Resources Histogram (SBS, Resources Breakdown Structure) and quality. Product Breakdown Structure (PBS). Quality of project management (hierarchical structure of works, WBS). Output specification. Acceptance criteria, acceptance protocol. Communication management - CANVAS model in project management. Matrix of responsibility. Communication plan. Analysis of risk and environmental impacts. Risk breakdown structure. Risk assessment. Preventive and corrective measures in operational risk management. Fishbone diagram. Security plan in the project.

7. Week 7:

Implementation of project activities. Content of implementation processes. Work package. Project casting. Delegation. Coordination. Motivation. Supervision. Training courses. Consulting activity. Project communication. Assignment. Taking over work. Inputs and outputs. Project communication strategy. Communication model. Communication plan. Project communication management. Formal and informal communication (Management By Walking Around, MBWA). Teamwork. Subcontractors as part of the implementation phase.

8. Week 8:

Project control. Checking the subject, schedule, budget and project costs. Monitoring and evaluation. Time management messages. Event-driven reports. Graphic monitoring of the progress of project work. Operational retrospective assessment (AAR) method. Change requests. Deciding on change. Authority for change. How to make changes. Exception management. Completion of the project. Premature termination of the project. Restart the project. Formal and informal assessment. Acceptance protocol. Lessons learned after the project. Final project report. Final meeting of the project. Evaluation of the work of project team members.

9. Week 9

Methods and techniques of project management. Network analysis methods. CPM method. PERT method. Resource analysis. GERT method. MPM and PD method. Gantt chart. Multi-design and WBS diagrams. Logical framework method. PM software support. Selected stochastic methods. Methods of generating ideas. Problem analysis and structuring. Force field analysis. Cause and effect analysis. Interpretive structural modeling.

10. Week 10:

Project financing. Sources of funding. Methods for evaluating the effectiveness of projects. Earn Value Management (EVM). Plan value (PV). Created value (EV). Actual costs (AC). Power deviation (SV). Cost Deviation (CV). Time deviation (TV). Levels of use of the value added management method in project management / project team. Hierarchical Cost Structure (CBS). Settlement costs. Required cost cumulative "S" curve. Management of financial drawing. Budget.

11. Week 11:

Project management in specific conditions. PM in an intercultural environment. Strategic changes and PM. PM in small and medium enterprises. Non-manufacturing sector, creative industries and PM. Grant system to support projects in the field of science and research, education and sports. PPP projects. Eurofunds. Change agents: the difference between project management and change management. Approval of project changes. Basic documents and subjects of financial management of structural funds. Financing, public procurement, project monitoring, publicity and information.

12. Week 12:

Agile project management. Modernization of project management from the point of view of agile approach: environment and behavior. Agile planning. Agile management. Ensuring the success of an agile project. Benefits, resources, key success factors, performance indicators. Principles of agile PM in the field of customer orientation, quality, teamwork, formality and visualization. Lean, scrum, extreme programming. Reduction of unproductive activities. Low-tech and high-tech communication. The role of the agile team. Product vision. Roadmap. Sprint planning. Scalability of agile teams. 10 benefits of agile project management.

13. Week 13:

International standards of project management. Knowledge management in the project. Knowledge management system. Categorization of project knowledge: tacit and explicit knowledge. Certification in project management. IPMA: international standard of project management (competence baseline) ICB3, ICB4 (environment, people, procedures). National Project Management Associations. Elements of the set of required competencies ICB3, ICB4. Main elements of the PMBOK Guide standard (areas, processes). The main elements of the PRINCE2 standard (principles, topics, processes, techniques).

Thematic definition of exercises:

1. Introduction to project management. Methodology and content of the course. Credit conditions. Test of verification of input knowledge and skills. Ikigai - Japanese concept of satisfying needs as a basis for motivation in project management. Projects around us and their characteristics by the principle of 8W: what, why, who, when, where, how, for whom, how much. Stakeholder analysis: support, resistance, why it is important to know them and analyze their expectations well. Investor. User. Supplier. Project manager and project team. Indirectly involved parties.

Week 2:

Project management organization. News from the world of project management. Prioritization of projects with regard to strategic business planning. Evaluation of the benefits of projects in terms of fulfilling the company's strategy. Case study: "Film". CANVAS model for project management purposes: the reason why the project should be implemented and what it should bring; what is the initial situation (current state); what is the desired state, description of the situation at the end (what is to be delivered within the project); from when to when the project is to be implemented and what are the main stages and milestones; who will be the project sponsor (will supervise the project on behalf of the investor); who should be the project manager and who should work in the project team; who the project concerns, who should work in the project team; how much money will be needed; what are the assumptions, limitations and main risks of the project.

Week 3

Teamwork in project management. News from the world of project management. Personality questionnaire www.emiero.sk. MBTI matrix in project management. Culture and cycle in project management. Case study: "One day in the life of a project manager". The aim is to characterize the effectiveness of the activities performed by Rachel in terms of daily routine activities and project-specific activities. Cultural specifics of the project manager in an international context.

Week 4

Project preparation. The matrix of the logical framework as the main part of the project cycle management method, developed in the USA and subsequently taken over by the European Commission for the planning and management of grant projects. A text document in the form of a table, which describes the logical links between the goals, the conditions for achieving them, how to measure their achievement, the time needed and the means to achieve them. In accordance with the principle of project thinking, the Matrix of the logical framework contains all the elements of the project triangle, while the main emphasis is focused on the interconnection of the hierarchy of objectives and their measurability. Application of a logical framework to a selected project.

Week 5

Project verification. Labor and the amount of work required to create one unit of output. Work and duration. No / feasibility with condition. Examples of overtaking and delaying tasks. An early start. Early end. Late start. Late end. Critical path. Case study "From bridge to simple".
1. On the basis of the information, find out whether it is possible to organize the wedding 21.1. under given conditions and requirements. Calculate the total cost of a wedding under given conditions. Design a project plan of activities in terms of responsibility of individual persons on individual days. Take into account the conditions of interdependence of activities and indicate which activities may take place at any time (without conditionality). Indicate the longest and shortest activity in the project plan.

Week 6

Project planning. Risk analysis. Case study: "Alaska Expedition". Projects are associated with a high degree of uncertainty. Uncertainty caused by various environmental influences. Project risk management as a group of tasks of the project manager focused on identifying threats and opportunities, planning and managing measures to suppress threats and seizing project opportunities. Risks when starting a project. Risks in project planning. Risks in project control. Risks at the end of the project.

Week 7:

Implementation of project activities. News from the world of project management. Case study: "Tom Bray". Building functional project relationships and creating social bonds even before we need them on the project. Building and strengthening trust through daily meetings (management by wandering around). Interactivity of informal managerial style of project manager. Benefits resulting from personal acquaintance of project team members before the start of the project.

Week 8:

Methods and techniques of project management. News from the world of project management. Matrix of responsibility: a clear definition of responsibility for specific tasks. Tasks performed by several employees, one responsibility. R - does or responsible, A - checks and approves (accountable), C - must consult, I - must be informed. Communication plan. Who should communicate with whom and who should not communicate with whom. Who and to whom should pass on what information, when and in what way. Management of virtual project teams. Case study: "Kerzner Office Equipment".

Week 9:

Project quality management. Application to the selected investment project in teams. Benefit, purpose and justification of the investment project. Degree of fulfillment of expectations agreed by investors and stakeholders, including communication. Acceptance criteria. Product

verification. Product validation. Investor satisfaction. Methods of measuring acceptance criteria, means used for their measurement, measurement dates, responsible persons. The process of uploading and downloading project outputs. Communication, meetings, reports. Lessons before the project, during the project, after the project.

Week 10:

BATNA. The art of conducting project negotiations on a non-competitive principle. Tenders and tenders. The ability to separate people from the problem. Focus on the common interest, not your position. Look for opportunities for mutual satisfaction on the project. Use objective, transparent and accessible criteria. Case study: Buxton Hall - a network of student dormitories. Evaluation of project success. Use of good experience. Fulfillment of project goals.

Week 11:

Final project report. Case study "Maximum Megahertz Project". Retrospective method Project evaluation in the post-implementation phase. Summary overview. Analyzes. Recommendations. Experiences. Appendices. Performance evaluation of individuals, project teams, project management. Evaluation of methods and processes. Feedback from stakeholders. Official completion of project work by meeting all project members, release of resources for other projects, archiving of project documentation.

Week 12:

Presentation of seminar papers I. News from the world of project management. 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. Presentation of final theses, part I. Granting of credits.

Week 13:

Presentation of seminar papers II. News from the world of project management. 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. Presentation of final theses, part II. Credits.

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. Juraj Mišún, PhD., Ing. Natália Tarišková, PhD.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KET NHF/NNE21207/21		Title of course: Public Choice Theory			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 6					
Recommended semester/trimester of study:					
Degree of study: II., N					
Prerequisites:					
Requirements to complete the course:					
Student workload:					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
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: 03.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21103/21	Title of course: Public Finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20 % midterm test, 20 % assignment, 60 % final exam	
Student workload: Total study load (in hours): 156 Lectures 26 h, Seminars 26 h, Preparation for seminars 13 h, Preparation of assignments 13 h, Preparation for midterm test 26 h, Preparation for final exam 52 h	
Teaching results: Skills: Students will be able to articulate and evaluate theories about the role of government in the economy, particularly regarding taxation and expenditure programs. • Knowledge and understanding: Students will demonstrate knowledge of empirical analysis on the effects of government policies on economic outcomes. Students will be able to use this knowledge to develop their own fact-based positions on political issues. • Competence: Students will demonstrate knowledge of specific institutions in the US which are related to government taxation and expenditure programs. This knowledge will prepare students for jobs in the fields of public policy, economics, and business.	
Indicative content: This course examines the role of the public sector in the economy with an emphasis on government expenditure programs and tax policy. The aim of the course is to provide an understanding of the nature of government intervention in the economy and the response of individuals and firms to government programs and policies. The course explores both theoretical models and empirical evidence. 1 Introduction to Public Finance 2 Theoretical Tools and Empirical Tools of Public Finance 3. Externalities 4. Private and Public Solutions to Externalities	

5. Public Goods
6. Cost-Benefit analysis
7. Political Economy - Public choice
8. Fiscal Federalism
9. Income Distribution
10. Taxation: Background
11. Tax Incidence
12. Taxation: Efficiency and Optimality Considerations

Support literature:

Gruber, Jonathan (2019). Public Finance and Public Policy, 6th edition, Worth Publishers: New York.

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. Alena Zubařová, PhD., doc. Ing. Erika Neubauerová, PhD., Ing. Lukrécia Kováč Gerulová, PhD., doc. Ing. Jana Péřiová, PhD.

Date of the latest change: 28.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21262/21	Title of course: Public Finance Management
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20 % assignments, 20 % seminar paper, 60 % written exam	
Student workload: Lectures 26 h, Seminars 26 h, Preparation of assignments 26 h, Preparation seminar paper 13 h, Preparation for final exam 52 h	
Teaching results: The course focuses on a critical evaluation of the most important theoretical approaches and concepts of using tools for public finance management, especially public debt. The study of the course will enable students to understand the current state of theory and policy in the field of public finance management, build the ability to formulate their own approaches / attitudes to key topics and apply their theoretical knowledge in analyzing current issues at the national and transnational level. Knowledge and understanding. <ul style="list-style-type: none"> • Understanding the theoretical basis for public finance management, their methodological approaches and theoretical models • Knowledge of key analytical tools used in the analysis of management in public finances Skills, properties and Competence. <ul style="list-style-type: none"> • Ability to use formalized models • Ability to formulate one's own attitudes to the problems of fiscal and budgetary policy management and theoretically argue them 	
Indicative content: 1. Introduction to the public finance management 2. Public revenue management 3. Management of public expenditures and investments 4. Fiscal rules as a tool for public finance management	

5. Fiscal councils as an institutional element in public finance management in the Slovak Republic and abroad
6. Fiscal targeting and medium-term budgetary and fiscal frameworks
7. Fiscal risk management
8. Structural reforms of public finances as a basis for successful reform of public finance management
9. Public finance management reforms and public finance management reform in the Slovak Republic
10. Government debt management in the Slovak Republic and abroad
11. Liquidity management in the Slovak Republic and abroad
12. Management of budgetary relations within integration organizations
13. Management of budgetary relations within integration organizations in times of debt crisis

Support literature:

- Cangiano, M. (2013). Public Financial Management and Its Emerging Architecture. Washington, D.C.: International Monetary Fund.
- Pretorius, C. Pretorius, N.(2008)A Review of PFM Reform Literature. London:DFID
- World Bank (2013). Beyond the Annual Budget : Global Experience with Medium-Term Expenditure Frameworks. Washington, DC: World Bank. © World Bank.

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. Jana Péliová, PhD.

Date of the latest change: 28.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KVSaRR NHF/ NNG21102/21	Title of course: Public Policy 1
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 100% work: <ul style="list-style-type: none"> • 10% discussion contributions to the literature read (essays) and active participation in seminars. • 30% semester essay (assignment) • 60% final exam 	
Student workload: 156 hours: <ul style="list-style-type: none"> • 26 hours of participation in lectures, • 26 hours participation in seminars, • 52 hours of regular homework for seminars - study of literature, • 26 hours of semester assignment preparation, • 26 hours of preparation for the final exam. 	
Teaching results: The aim of the course is: <ul style="list-style-type: none"> - To provide students with basic knowledge in the field of public policy making and governance, - Explain the nature of public policy-making, the links and relationships of policy actors in space and to acquire knowledge in this field, - To enable to understand the complexity of these relationships and to acquire knowledge in this field, - To enable a holistic approach to "governance" and corporate governance to be understood and to acquire knowledge in this field. After completing the course, students will be able to: <ol style="list-style-type: none"> a) apply theoretical knowledge and critically analyze the process of public policy making (b) take a creative approach to the design of public policies based on the needs of the community / society c) evaluate the costs and benefits of the implemented policy for the community / society (d) evaluate, compare and adapt individual public policies to increase their effectiveness 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 (e.g. in the analysis and evaluation of specific public policies, public policy design, etc.).	

Indicative content:

The course focuses on the basic aspects of the concept of public policy and the basic paradigm of policy. It defines public policy towards related disciplines, deals with the subject of public policy and the classification of public policies. The course also deals with modern governance and the role of the state in public policy, as well as governance and professionalization of the state, actors in public policy making and all other actors involved. Within the topic of public policy actors, the course also covers the topic of negotiation between actors, their political goals, political decision-making, interests, organizational behavior of actors and networks. Public policy process and/or policy cycle include a more detailed look on the topics of policy formulation, policy implementation and policy effectiveness (evaluation).

1. The concept of policy and its meaning: attributes of policy;
2. basic paradigm of policy
3. Public policy: definition of public policy towards related scientific disciplines;
4. The subject of public policy; classification of public policies
5. Modern governance and the role of the state in public policy: a good governance;
6. governance and professionalization of the state
7. Actors in public policy making: actors in public policy;
8. Negotiations between actors and political networks; political decision-making and the interests of actors; organizational behavior of actors; networks / coalitions of actors
9. Public policy making process: public policy making cycle;
10. policy formulation / agenda making;
11. policy implementation / implementation process;
12. policy effectiveness / evaluation

Support literature:

Core:

MORAN, M.; REIN, M.; GOODIN, R. E. (2008) The Oxford Handbook of Public Policy, Oxford: OUP.

Recommended:

SALAMON, L.M. 2002. The Tools of Government: A Guide to the New Governance. Oxford University Press. ISBN 978-0195136654

COLEBATCH, H. K. 2009. Policy. Open University Press. ISBN 0335-2354-07

Syllabus:**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: Tomáš Jacko, PhD.

Date of the latest change: 18.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KVSaRR NHF/ NNG21251/21	Title of course: Public Policy 2
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 100 % work: <ul style="list-style-type: none"> • 10 % discussion contributions to the literature read (essays) and active participation in seminars. • 30 % semester essay (assignment) • 60 % final exam 	
Student workload: 156 hours: <ul style="list-style-type: none"> • 26 hours of participation in lectures, • 26 hours participation in seminars, • 52 hours of home regular preparation for seminars - study of literature and preparation of discussion papers, • 26 hours of semester assignment preparation, • 26 hours of preparation for the final exam. 	
Teaching results: 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"> • analyze and design public policies using appropriate tools • assess the impact of public policies by several methods and design mechanisms for their evaluation • perceive and design public policies in the broader context of strategic governance • understand the concept of value for money 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	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: Ing. Mgr. Tomáš Černěnko, PhD., Tomáš Jacko, PhD., prof. Ing. Elena Žárska, CSc.

Date of the latest change: 18.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KVSaRR NHF/ NNG21101/21	Title of course: Regional Economics and Policy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KET NHF/NNE21001/21-PRINCIPLES OF ECONOMICS 1 or KET NHF/NNE21002/21-PRINCIPLES OF ECONOMICS 2	
Requirements to complete the course: individual work, mid term tests written / combined exam 20 % quality and presentation of term paper 10 % result of the mid term written examination 10 % activity during seminars 60 % result of the final exam	
Student workload:	
Teaching results: Knowledge - By completing the course the student will understand the economic principles behind the growth and development of regions and the possibilities of public policy to influence these processes. The graduate will have an overview of basic data sources for individual economic analyzes. Skills - Will gain practical skills in localization analysis, analysis of spatial concentration of economic activities, analysis of the industrial structure of regions, analysis of the multiplication process of exports and analysis of the process of regional convergence. He will acquire these skills either by working with empirical data or by working with stylized examples. Competences - Using the acquired knowledge and skills will be able to identify appropriate economic tools to address problem areas in regional development from the perspective of regional policy.	
Indicative content: The subject is divided into three problem areas. The first part provides a basic overview of the microeconomic principles of business localization. The second part of the course explains the principles behind the mobility of production factors and the basic mechanisms of regional economic growth in terms of neoclassical and Keynesian concepts as well as in terms of endogenous growth theory. The third part of the course is devoted to the rationale and possibilities of public interventions in the regional development. <ol style="list-style-type: none"> 1. Spatial structure of the economy. 2. Economic principles of firm localization 	

3. Interfirm competition and localization of companies
4. Agglomeration economies and diseconomies
5. Principles of regionalization. Regional economic growth vs. development.
6. Regional economic growth in the long run (labor, capital and mobility of production factors)
7. Regional economic growth in the long run (interregional trade)
8. Long-term regional economic growth (human capital and technology)
9. Regional economic growth in the short term (external demand and export multiplier)
10. Regional policy (definition, instruments)
11. Regional policy of the Slovak Republic
12. EU cohesion policy

Support literature:

1. Buček, Reháč, Tvrdoň, 2011. Regionálna ekonómia a politika. Iura Edition. Bratislava
2. McCann, P. 2013. Modern Urban and Regional Economics. Oxford University Press, Oxford.
3. Pike, A., Rodríguez-Pose, A., & Tomaney, J. 2016. Local and regional development. Routledge.

Syllabus:

Language whose command is required to complete the course:

anglický jazyk

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. Štefan Reháč, PhD., Ing. Oliver Rafaj, PhD.

Date of the latest change: 18.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPOI NHF/NNS21101/21	Title of course: Risk Management and Insurance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20% seminar assignments and case studies, 10% mid-term test, 10% group and teamwork assignments, 60% written exam	
Student workload:	
Teaching results: 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	
Indicative content: 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.	
Support literature: 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: 24

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
16.67	0.0	0.0	29.17	20.83	20.83	8.33	4.17	0.0	0.0	0.0	0.0

Lecturer: Ing. Zuzana Brokešová, PhD., Ing. Tomáš Ondruška, PhD., prof. Ing. Erika Pastoráková, PhD., Ing. Zuzana Gajdošová, PhD.

Date of the latest change: 07.02.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21023/21	Title of course: Sales Strategy (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: 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)	
Requirements to complete the course: 30 % seminar project, 70 % final exam: written or oral or the combination of both Student's workload (in hours): student workload: 156 h ((participation in lectures 26 h, participation in seminars 26 h, preparation of seminar projects 34 h, preparation for final exam 70 h)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. • 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. Competence: <ul style="list-style-type: none"> • 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. • Ability to identify, analyze and critically assess the problems of business practice in the field of sales strategy in accordance with the assigned task. • Ability to set goals of a practical solution, systematize the necessary data and information, use appropriate methods, formulate proposals and conclusions. • 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. Skill:	

- 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.
- 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. LILIEEN, Gary L. - RANGASWAMY, Arwind, - DE BRUYN, Arnaud. Principles of Marketing Engineering and Analytics, 3rd Edition. DecisionPro, Inc., 2018. 328 s. ISBN 978-0985764821.
3. LILIEEN, 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:

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. Peter Štetka, PhD., Ing. Dana Hrušovská, PhD., doc. PhDr. Peter Dorčák, PhD., Ing. Katarína Grančičová, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIK FAJ/JJB21658/22	Title of course: Selected Chapters of French Literature II.
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Requirements to complete the course: Interim evaluation: 40% Final evaluation: 60%	
Student workload:	
Teaching results: Teaching results: The aim of the course is to introduce students to the main chapters of development in the history of French literature, with the most important representative authors and their works, to broaden their cultural horizon and at the same time deepen their critical thinking by reading and analyzing specific literary texts. After completing the course, students will have an overview of the development of literary genres and trends in the history of French literature. They will understand the basic terminology in the field of literary theory, which they will be able to use in the analysis of literary works. They will be able to characterize individual literary trends, periods and schools and abstract these characteristics from a specific literary text. They will know the procedures of analysis of literary texts, be able to determine the external and internal structure of the text, the type of narrator, classify and evaluate the characters, do linguistic analysis of the text. They will be able to assign a literary text on the basis of its characteristics to a specific literary direction, current or school. They will be able to comment critically on the analyzed text. They will know the social, historical and cultural background on which the given literary direction developed. They will be able to consider and express a critical opinion on representative works of selected authors of individual literary periods. They will be able to identify the influence of world literatures on French literature and vice versa.	
Indicative content: Indicative content: - French literature of the period of romanticism - French literature of the period of realism - French literature of the period of naturalism, decadence and symbolism - French literature of the 20th century – interwar literature and existentialism - Development of the novel from the second half of the 20th century to the present - Contemporary French literature	

Support literature:

Support literature:

Required:

1. BRIX, M. (2014): Histoire de la littérature française. Voyage guidé dans les lettres du XIe au XXe siècle. Louvain-la-Neuve: De Boeck Supérieur.
2. DARCOS, X. (2019): Histoire de la littérature française. Paris: Hachette.
3. LABOURET, D. (2018): Histoire de la littérature française des XXe et XXIe siècles. Paris: Armand Colin.
4. VALETTE, B. (2014): Histoire de la littérature française. Paris: Ellipses.

Optional:

1. BIÉTRY, R. (2019): Histoire de la littérature française. Du réalisme au naturalisme. Lausanne: Éditions Loisirs et Pédagogie.
2. BRIX, M. (2021): Du classicisme au réalisme. Une histoire de la littérature française (XVIIe-XXIe siècles). Paris: Kimé.
3. D'ORMESSON, J. (2021): Une autre histoire de la littérature française. Tome II. Paris: Pocket.
4. DUBOILE, Ch. (2012): Précis d'histoire de la littérature française. Modèles et poétiques littéraires. Paris: Ellipses.
5. GASTON-SLOAN, D. (2018): Littérature française minute. 200 œuvres, auteurs et courants qui ont marqué l'histoire de la littérature française. Paris: Éditions Contre-Dires.
6. TOURET, M. (éd.) (2000): Histoire de la littérature française du XXe siècle. Tome I – 1898-1940. Rennes: PU de Rennes.
7. TOURET, M. (éd.) (2008): Histoire de la littérature française du XXe siècle. Tome II – après 1940. Rennes: PU de Rennes.
8. VASSEVIÈRE, J. – TOURSEL, N. (2015): Littérature : 150 textes théoriques et critiques. Paris: Armand Colin.
9. VASSEVIÈRE, J. et al. (2018): Manuel d'analyse des textes. Histoire littéraire et poétique des genres. Paris: Armand Colin.
10. VIALA, A. (2017): De la Révolution à la Belle Époque. Une histoire brève de la littérature française. Paris: PUF.

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

French

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:** 18.01.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIK FAJ/JJB21645/22	Title of course: Selected Chapters of Latin American Literature
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Requirements to complete the course: Interim evaluation: 40% Final evaluation: 60%	
Student workload:	
Teaching results: The aim of the course is to introduce students to the main chapters of development in the history of Spanish literature, with the most important representative authors and their works, to broaden their cultural horizon and at the same time deepen their critical thinking by reading and analyzing specific literary texts. After completing the course, students will have an overview of the development of literary genres and trends in the history of Spanish literature. They will understand the basic terminology in the field of literary theory, which they will be able to use in the analysis of literary works. They will be able to characterize individual literary trends, periods and schools and abstract these characteristics from a specific literary text. They will know the procedures of analysis of literary texts, be able to determine the external and internal structure of the text, the type of narrator, classify and evaluate the characters, do linguistic analysis of the text. They will be able to assign a literary text on the basis of its characteristics to a specific literary direction, current or school. They will be able to comment critically on the analyzed text. They will know the social, historical and cultural background on which the given literary direction developed. They will be able to consider and express a critical opinion on representative works of selected authors of individual literary periods. They will be able to identify the influence of world literatures on Spanish literature and vice versa.	
Indicative content: Indicative content: - Realism and naturalism - Avant-garde poetry, Generation 27 - Spanish prose of the first half of the 20th century - Spanish prose of the second half of the 20th century - 20th century poetry and drama - Contemporary Spanish literature	

Support literature:

Support literature:

Required:

1. TORRI, J. 2014. La literatura española. Madrid: Fondo de Cultura Económica de España. ISBN 9788437507026
2. BOJNIČANOVÁ, R. 2015. Panorama de la literatura española. Bratislava: UK v Bratislave. ISBN 987-80-223-4028-1
3. GARCÍA, L. 1994. Historia de la literatura española. Barcelona: Vicens Vives. ISBN 8431605979

Optional:

1. REY MÉNDEZ, S. 2015. El comentario de textos literarios: teoría y práctica. Lugo: Axac. ISBN 9788492658404
2. DÍAZ PARDO, F. 2018. Breve historia de la generación del 27. Madrid: NOWTILUS. ISBN 9788499679198
3. DUEÑAS, A. 2020. Cincuenta novelas del siglo XX. Madrid : FRAGUA. ISBN 9788470748530

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

Spanish

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:** 18.01.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21031/21	Title of course: Small and Medium Enterprises (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English) or KPH FPM/MMC21015/21-Business Economy	
Requirements to complete the course: 5 % presentation practical studies, 25 % semestral written exam, 70 % written exam Student's workload (in hours): Student's workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • 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. • Acquisition of a complex of knowledge from tax and fee issues of employees, employers, sole trader and other business entities. Competence: <ul style="list-style-type: none"> • effectively use essential information about the company as a business entity, its basic features, and legal forms of SME business in practice, • critically evaluate and analyze the advantages and disadvantages of individual legal forms of business, NP and LP • characterize the specifics of business in SMEs • understand and master the essence of business regulation, taxation system and levy system in Slovakia, Skill: <ul style="list-style-type: none"> • identify specifics of business entities in the SME category, • critically evaluate the possibilities of choosing the appropriate legal form of business for a given business activity, • develop a business plan for starting a business, • determine the contribution obligations of the employee, employer and sole trader, 	

- calculate the tax liability of NP and LP (income tax, local taxes, VAT).

Indicative content:

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: 0

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

Lecturer: PhDr. Ing. Sylvia Bukovová, PhD., doc. Ing. Mgr. Gabriela Dubcová, PhD., Ing. Denisa Gajdová, PhD., Ing. Filip Stovíček, Ing. Miroslav Uhliar, PhD.

Date of the latest change: 08.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KSRaP NHF/ NNF21110/21	Title of course: Social Policy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 5% active participation in professional discussion, 20% individual written work, 15% presentation output from a case study, 60% exam	
Student workload:	
Teaching results: 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: Knowledge and understanding - 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 Competence	

- 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: 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. Michaela Nováková, PhD., Ing. Hana Poláčková, PhD., Ing. Simona Polonyová, PhD., Ing. Eva Pongrácz, PhD., doc. Ing. Peter Sika, PhD., doc. Ing. Silvia Šipikalová, PhD.

Date of the latest change: 16.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KCR OF/OOG21001/22	Title of course: Spa and Wellness Business (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Teamwork, project, written exam Seminars 40%, of which: Seminar activity 10 % Elaboration and presentation of teamwork project 30 % Final written exam 60%	
Student workload: Total student workload: 130 hours. Of this: Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 13 hours Teamwork project processing: 26 hours Preparation for the exam: 39 hours	
Teaching results: The aim of the study of this subject is to acquire the knowledge, competencies and skills necessary for a future career in spa and wellness business. Knowledge Students will gain an overview of the theoretical and practical foundations of issues related to business in the field of spa and wellness, they will master the basic terminology in the field of spa and wellness, they will understand the processes and peculiarities of companies in the field of spa and wellness, they will be able to implement theoretical knowledge from various fields. solving practical problems. Skills Upon successful completion of the course, students will acquire the following skills: search and critically evaluate information from various sources, design innovations or new spa and wellness services to an existing company in the form of an investment project, work successfully in a team - divide tasks, take responsibility for timely fulfill their tasks, cooperate with other members of their team, present their partial and final solutions. Competences	

Upon successful completion of the course, students will acquire the following competencies: creative thinking, interdisciplinary approach, the ability to work in a team, the ability to take responsibility, critical thinking, and the ability to communicate and present successfully.

Indicative content:

The essence of spa and wellness, their history and significance for humanity. International context of business in the field of spa and wellness, their position in the global economy. International and national institutions and organizations in the field of spa and wellness. Spas, thermal baths and aquaparks in Slovakia and abroad. Basic knowledge of the nature and peculiarities of the operation of spa companies and companies in the field of wellness services with an emphasis on social responsibility and sustainable development.

Support literature:

CREBBIN-BAILEY, Jane. The Spa Book: The Official Guide to Spa Therapy. ISBN-13: 978-1861529176.

ELIAŠOVÁ, Darina. Slovenské kúpeľníctvo v 20. storočí. Bratislava : Vydavateľstvo EKONÓM, 2009. ISBN 978-80-225-2887-0.

Global Wellness Institute. Online. Dostupné na: <https://globalwellnessinstitute.org/>

KASARDA, Martin. Kúpele. Slovensko – krajina živej vody. Vydavateľstvo Dajama, Dátum vydania: 6. apríla 2020, ISBN: 978-80-8136-115-9.

SMITH, Melanie PUCZKO, Laszlo. Health, Tourism and Hospitality Spas, Wellness and Medical Travel. 2nd Edition. Published December 10, 2013 by Routledge. 2014. ISBN 9780415638654. 224 s.

Spa Business. Global Spa & Wellness. Online. Dostupné na: <https://www.spabusiness.com/index.cfm?pagetype=archive&changemag=combined>

Spa Business Handbook 2020 - 2021. Dostupné na: https://www.spahandbook.com/digital/index1.cfm?mag=&utm_source=.

WISNOM, Mary, CAPOZIO, Lisa. Spa Management – An Introduction. New Jersey : Pearson Education, 2012. ISBN 13-978-0-13-503944-1

Syllabus:

1. Spa and wellness, basic concepts. Typology of natural healing resources. Classification of spa treatments and wellness services.
2. History of spas and wellness abroad and in Slovakia. Spa as part of the UNESCO World Heritage Site.
3. Quality of life - measurement, indicators. The role of spa and wellness in improving the quality of life of the population.
4. Health indications and contraindications in spa procedures and wellness services.
5. The position of spa and wellness in terms of the global economy.
6. International organizations in the field of spa and wellness, their goals of activity in the field of development of spa and wellness in the world and in Europe.
7. European spa tourism.
8. Identification of necessary conditions for business in spas and wellness in Slovakia. Legislative and business conditions in spas and wellness.
9. Spas in Slovakia and abroad.
10. Thermal swimming pools and aquaparks in Slovakia and abroad.
11. Management in wellness and spa - organization, processes, peculiarities.
12. Creation of products in spas and wellness. Service design and innovation.
13. Sustainable development in wellness and spa. Crisis Management.

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. Anna Veszprémi Sirotková, PhD.					
Date of the latest change: 17.03.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KŠ FHI/VID22991/21	Title of course: Statistics in EN
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 30% preliminary tests (Two mid-term tests, each contributing 15% to the final grade.) 70% written exam (The exam consists of two parts: theoretical - test and open questions, practical - solving examples. The theoretical part contributes 30% and the practical part contributes 40% to the overall assessment.)	
Student workload: Total study load (in hours): 156 hours Distribution of study load Lectures participation: 26 hours Seminar participation: 26 hours Preparation for seminars: 26 hours Preparation for credit papers: 26 hours Preparation for final exam: 52 hours	
Teaching results: After successful completion of this class, students will have a good overview of basic statistical methods, which are currently widely used in various areas of economic practice, more specifically: Skills Students will be able to evaluate and identify appropriate statistical methods to achieve the goal of analysis, indicating the possibilities of their further use. Knowledge Students will know the principles of basic statistical methods, starting points and conditions of their use. In the final exam, students will use this knowledge to solve tasks in the practical section. Competencies Students will know how to: - apply basic statistical methods, - correctly interpret and present the obtained results of the analysis, - evaluate the acquired knowledge and use it further in decision-making in various areas of economic practice.	
Indicative content: The course provides an overview of basic statistical methods with a focus on their economic applications.	

Support literature:

1. McClave, J. T. – Benson, P. G. – Sincich, T.: Statistics For Business and economics (13th ed.). Pearson Education, UK, 2018.
2. David S. Moore - George P. McCabe - Bruce A. Craig: Introduction to the Practice of Statistics. W.H.Freeman & Co Ltd, UK, 2017.
3. Joseph C. Watkins: An Introduction to the Science of Statistics: From Theory to Implementation. Preliminary Edition, USA, 2016.
4. Bruce, P. – Bruce, A. - Gedeck, P.: Practical Statistics for Data Scientists. O'Reilly Media, Inc., USA, 2020.

Literature will be continuously updated with the latest scientific and professional titles.

Syllabus:

1. Basic statistical terms. Stages of statistical research and presentation of statistical data.
2. Characteristics of descriptive statistics - central tendency and variability.
3. Characteristics of descriptive statistics - skewness and kurtosis. Box plot.
4. Probability distributions. Principles of random sampling and statistical inference.
5. Point and interval estimates of parameters of one population.
6. Testing statistical hypotheses of one population.
7. Regression and correlation analysis.
8. Analysis of categorical data.
9. Descriptive analysis of time series.
10. Analytical and mechanical smoothing trend in time series.
11. Seasonal decomposition of time series.
12. Individual and aggregate indices and differences.
13. Summary.

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. Silvia Komara, PhD.

Date of the latest change: 17.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21032/21	Title of course: Strategic management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 10 % at exercise activity, 30 % seminar work, 60 % written exam Student's workload (in hours): student workload: 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)	
Student workload:	
Teaching results: Knowledge: <ul style="list-style-type: none"> • to acquire knowledge of the causes and meaning of strategic management, • to acquire knowledge of theories and concepts of strategic management, • to acquire knowledge of methods of strategic analysis and synthesis, • to acquire knowledge of business and corporate strategies, • to acquire knowledge of methods of strategy implementation. Competence: <ul style="list-style-type: none"> • to perceive the enterprise creatively, cross-sectionally and compactly, to substantiate the meaning of its current and future existence, • 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, • 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. Skill: <ul style="list-style-type: none"> • to acquire the ability to formulate the vision, mission and goals of the company, • to acquire the capacity to carry out an external strategic analysis in a particular company and to identify its possible positions in the industry, • to acquire the ability to develop an internal strategic analysis in a particular company and formulate its competitive advantage, • to acquire the ability to elaborate a strategic synthesis and formulate a business and corporate strategy in a particular company, # to acquire the ability to elaborate a process for implementing the strategy in a particular company. 	
Indicative content:	

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: 0

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

Lecturer: prof. Ing. Štefan Slávik, CSc.

Date of the latest change: 02.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21256/21	Title of course: Tax theory and policy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 1. Individual work on seminars 5 % 2. Semester written work 15% 3. Individual project 10 % 4. Final written exam 70 %	
Student workload: Total study load (in hours), full-time : 156 hours Participation in lectures 26 hours Participation in active forms of learning (seminars) 26 hours Student preparation for seminars - 10 hours Project elaboration and presentation - 20 hours Preparation for semester written work - 15 hours Preparation for final exam - 59 hour	
Teaching results: Education Outcomes: <ul style="list-style-type: none"> • Deepen the theoretical knowledge of taxation and tax policy and public finances; • To clarify the basic knowledge of tax theory necessary to understand the deeper context of current tax practice; • By developing abstract thinking using modern technology, to point out the link between specific tax issues and their perception in the broader economic context; • To pay attention to the macroeconomic and microeconomic impact of taxes in relation to the role of tax policy in the context of the European and world economy Knowledge and Understanding: <ul style="list-style-type: none"> • To specify the main differences between the tax theory and its application in practice; • To understand and be able to identify the main principles of the tax mechanism, which is the base for the real "construction" of the tax system and its application in practice; • To be able to evaluate the development of tax policy in the country, and on the basis of the acquired knowledge within the theoretical research be able to predict the development on the basis of acquired knowledge. To address tax policy issues such as the optimal introduction of excise taxes, optimal income taxation, and so on.; 	

- Be able to understand the behavioral effects of taxes, including the impact on the consumer, labor supply, savings and investment, entrepreneurship;
- Formulate and critically evaluate the positive benefits as well as the negative aspects affecting not only the economic but also the social and political sphere, especially using the methods of financial econometrics and experimental economics.

Practical Skills and Competence:

- To competently evaluate and interpret, on the basis of modern management procedures, the positive / negative features of tax systems in close co-ordination with the development of basic macroeconomic indicators;
- Be able to work independently (also as a manager) or in teams in the field of tax administration.
- To keep in touch with the latest developments in their field, in particular with the rapid development and use of ICT, as well as with the penetration of digitization and the use of new technologies, especially in the field of taxation.

Indicative content:

1. History of Tax Theories
2. Tax Effectiveness (Specifics of tax incidence in dependence with the relevance and type of market (competitive market under general equilibrium, monopol market, oligopol, labour market)
3. Analysis of tax shift by models of general economic equilibrium (Harberger's model, equivalent taxes)
4. Tax efficiency from the point of view of the influence of taxes on the behavior of tax subjects (Influence of taxes on employment and working effort, influence of the level of labour income on the labour supply – substitution effect and income effect. Influence of taxes on savings. Influence of taxes on households' savings)
5. Theory of tax equity (Basic characteristics, vertical and horizontal equity and problems and opinions related with the choice of tax base and tax progressivity, theories of victim and their quantitative aspects)
6. Theory of tax equity (measurement of the tax burden, factors influencing the tax burden from the point of view of social and solidarity)
7. Optimal taxation (Optimal Taxation of Consumption and Income)
8. Optimal taxation (Normative and positive approach to optimal taxation)
9. Tax Evasions from the perspective of Optimal Tax Theory
10. Tax Neutrality (Evaluation of tax neutrality concepts according to selected principles)
11. Current Issues of "active" tax policy from national and international aspects
12. Tax reforms and their macroeconomic and microeconomic impact
13. Income taxation models (comprehensive tax, dual tax, flat tax)

Support literature:

Musgrave, Richard a Musgrave Peggy B.: The Theory of Public Finance, Management Press, Praha 1994 – selection;

Allan, Ch., M.: The Theory of Taxation. Harmondsworth : Penguin, 1971.

Levitt Steven, Dubner Stephen: Freakonomics, Premedia Group, s.r.o., Bratislava 2011- selection;

Gruber,J.: Public Finance and Public Policy, Third Edition, 2010

Rosen, H.S., Gayer,T.: Public Finance, 8.Ed. New Jersey: Princeton University Press, 2008;

Kaplow,L.: The Theory of Taxation and Public Economics, New Jersey: Princeton University Press, 2008;

Allingham, M.G.-Sandmo,A.: Income tax evasion:A theoretical analysis, In:Journal of Public Economics, 1972, vol.1, str.323-338;

Articles from domestic and foreign professional and scientific journals dealing with relevant issues.

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. Mgr. Jana Kubicová, PhD., MBA

Date of the latest change: 28.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21106/21	Title of course: Taxation
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Active forms of teaching 40%: • Individual work, activity 5% • Continuous papers 35% Written exam 60%	
Student workload: 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.	
Teaching results: <ul style="list-style-type: none"> • 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. • Students will be able to use basic procedures for calculating the tax liability of natural and legal persons. • 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. • Students will have the ability to process empirical analyzes and forecasts using mathematical-statistical apparatus and methodological procedures. Upon successful completion of this course, students will be able to: Knowledge: <ul style="list-style-type: none"> a / understand that the process of assessment and collection of taxes is governed by certain rules - tax principles, respectively principles. b / understand that the adoption of measures in the field of taxation is closely connected with the applied economic policy of the state, c / understand the basic procedure of personal income taxation, adjustment of the tax base and the final tax liability of natural persons, 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, 	

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: 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. Marcela Rabatinová, PhD., prof. Ing. Anna Schultzová, PhD.**Date of the latest change:** 28.01.2022**Approved by:**

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KAI FHI/IIA21221/21		Title of course: Technológie znalostného manažmentu (v anglickom jazyku)			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 6					
Recommended semester/trimester of study:					
Degree of study: I., II., N					
Prerequisites:					
Requirements to complete the course:					
Student workload:					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
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: RNDr. Eva Rakovská, PhD., doc. Dr. Ing. Miroslav Hudec					
Date of the latest change: 15.02.2022					
Approved by:					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMr OF/OOA21396/22	Title of course: Transport in Logistics (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 40% semester work 60% written exam	
Student workload:	
Teaching results: By completing the course, students gain knowledge about the importance of transport as a key element of logistics. At the same time, they will gain knowledge about the basic concepts used in transport. They will be able to identify opportunities for innovation in transport in the context of sustainable marketing, corporate social responsibility, green logistics and environmental logistics. At the same time, they will gain awareness of the basic elements and aspects of electromobility. After completing the course, students should be able to apply elements of decision-making in the practical tasks of lower and middle management in the field of transport. Present their own opinions on the subject matter with justification of their decisions. Work effectively as individuals but also as team members. At the same time, after completing the course, students should be able to work individually with competencies in the field of basic decisions in transport. They should be involved in solving tasks and also delegate certain powers in the management of transport in the company.	
Indicative content: Characteristics of transport and transport system, road transport, railway transport, air transport, water transport and water corridors, other forms of transport - pipeline, space transport, combined transport, intermodal and multimodal transport, in-house transport, transport business, legislative framework of transport operation, collective and shared forms of transport (urban, national and interstate modes of transport, uber and other forms, taxi services, urban bicycle rentals), electromobility and ecological solutions in passenger transport, electromobility and ecological solutions in freight transport, state and European efforts and support for reducing the environmental impact of transport, the future of the transport system, new technologies and challenges.	
Support literature: Rehák, R.: Transport in logistics, script - in processing, release schedule until September 2022	
Syllabus: 1. Characteristics of transport and transport system, its importance in logistics, economics and society, typology of transport.	

2. Road transport, forms and technologies, its advantages and disadvantages, perspectives and impacts on the environment, importance in the economy.
3. Railway transport, forms and technologies, its advantages and disadvantages, perspectives and impacts on the environment, importance in the economy, possibilities for further development.
4. Air transport, forms and technologies, its advantages and disadvantages, perspectives and impacts on the environment, importance in the economy, trends.
5. Water transport and water corridors, forms and technologies, its advantages and disadvantages, perspectives and impacts on the environment, importance in the economy, development opportunities.
6. Other forms of transport - pipeline, space transport, perspectives and impacts on the environment, importance in the economy, development opportunities.
7. Combined transport, intermodal and multimodal transport, their possibilities, advantages and disadvantages, perspectives, possible solutions, and impacts on the environment.
8. Intra-company transport, its development and perspectives (automated warehouses, high and low lifting technology, etc.)
9. Business in transport, legislative framework of transport operation.
10. Mass and shared forms of transport (urban, national forms and interstate forms of transport, uber and other forms, taxi services, city bicycle rentals).
11. Electromobility and ecological solutions in passenger - individual transport and in public transport, its barriers, possibilities, opportunities, perspectives. Electromobility and ecological solutions in freight transport, its barriers, possibilities, opportunities, perspectives.
12. State and European efforts and support for reducing the impact of transport on the environment, barriers, recommendations, opportunities.
13. The future of the transport system, new technologies and challenges.

Language whose command is required to complete the course:

Slovak, English

Notes:

selected lectures will be presented by representatives of practice

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. Róbert Rehák, PhD., doc. Ing. Peter Drábik, PhD., MSc.

Date of the latest change: 22.02.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22028/22	Title of course: World Economy 2 (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 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).	
Student workload: participation in lectures 26 h, participation in seminars 26 h, preparation for seminars including presentation of news 26 h, preparation for exam 78h	
Teaching results: 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. <p>Knowledge 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.</p> <p>Competence 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.</p> <p>Skills After completing the course, the student should: - Understand the economic and political development in selected countries of the region</p>	

- 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: 0

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

Lecturer: Dr. h. c. prof. Ing. Ľudmila Lipková, CSc., Ing. Kristína Baculáková, PhD.

Date of the latest change: 14.01.2022

Approved by:

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22029/22	Title of course: World Economy 3 (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 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).	
Student workload: participation in lectures 26 h, participation in seminars 26 h, preparation for seminars including presentation of news 26 h, preparation for exam 78 h	
Teaching results: 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. Knowledge 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. Competence 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. Skills 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: 0

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

Lecturer: Dr. h. c. prof. Ing. Ludmila Lipková, CSc., Ing. Kristína Baculáková, PhD., Ing. Barbora Janubová, PhD.

Date of the latest change: 14.01.2022

Approved by: