

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KIM FPM/ MMA21001/21	Title of course: Business Intelligence
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: 2.	
Degree of study: II.	
Prerequisites: KIM FPM/MMA21008/21-Information Technology Management or KIM FPM/MMA21012/21-Business Informatics or KIM FPM/MMA21006/21-Business Information System	
Requirements to complete the course: 30 % continuous written work, 70 % written exam	
Student workload: 130 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for written continuous work 20 h, preparation for the exam 32 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of Business intelligence as well as its components, the use of Business Intelligence solutions in the enterprise area in the analysis of enterprise data as an important tool in individual areas of business management and sustainability of the competitiveness of the enterprise. Competence: <ul style="list-style-type: none"> • identify the need to implement Business intelligence solutions for the enterprise, • propose the application of Business intelligence applications to solve a business problem, • assess the relevance of data for data analysis, • apply appropriate data mining, data analysis and solution algorithm methods, • assess the results of data analysis and compiled visualizations and dashboards, • define the project requirements for implementing Business intelligence solutions for the enterprise, • design an implementation project and evaluate the success of implementing Business intelligence solutions for the enterprise. Skill: <ul style="list-style-type: none"> • extract, transform and load data to the data warehouse, • prepare a suitable dataset for import into the Business intelligence application for data analysis, • build a data model with sessions, • define data analysis requirements in relation to the business problem, • perform enterprise data analysis in the Business intelligence application, • build relevant visualizations and dashboards in the Business intelligence application, • interpret the results of the data analysis and the compiled visualizations and dashboards. 	
Indicative content: Thematic definition of lectures:	

1. Business intelligence.
2. Source systems.
3. Data architecture.
4. Data warehouses.
5. KPIs and requirements for BI analytics services.
6. Data mining and data extraction.
7. Data enrichment.
8. Querying.
9. Data visualization and reporting.
10. Interpretation of data analysis results.
11. Comprehensive view of the need to use Business intelligence solutions in the enterprise.
12. Business intelligence strategy, objectives and outputs.
13. Business intelligence and Artificial Intelligence - integration of BI and Artificial Intelligence.

Thematic definition of exercises:

1. Business Intelligence.
2. Data extraction from data sources.
3. Data transformation.
4. Data enrichment.
5. Defining data analysis requirements using BI applications.
6. Data analysis. Algorithm selection.
7. KPIs.
8. Data visualization.
9. Data visualization and trend analysis.
10. Dashboard.
11. Reporting.
12. Evaluation of data analysis.
13. Making managerial decisions.

Support literature:

Basic literature:

1. DELEN Dursun - TURBAN Efraim - KING David - SHARDA Ramesh. Business Intelligence: A Managerial Approach. London: Pearson Education Limited, 2013. 512 s. ISBN 9781292220543
2. ASPIN, Adam. Pro Power BI Desktop. New York: APress, 2020. 509 s. ISBN 978-1-4842-1805-1
3. GROSSMANN Wilfried - RINDERLE-MA Stefanie. Fundamentals of Business Intelligence. Berlin: Springer-Verlag Berlin and Heidelberg GmbH & Co. KG, 2015. 348 s. ISBN 978-3-662-46531-8
4. CHMELÁR, Michal. Kniha Reporting v Power BI, PowerPivot a jazyk DAX. Bratislava: PowerPivot, 2020. 566 s. ISBN: 978-80-9773078-0-6.
5. LACHEV, Teo. Applied Microsoft Power BI: Bring your data to life! 6th Edition. Prologika Press, 2021. 556 s. ISBN 978-1-7330461-2-1
6. POUR Jan - MARYŠKA Miloš - NOVOTNÝ Ota. Business intelligence v podnikové praxi. Průhonice: Professional Publishing, 2012. 276 s. ISBN 9788074310652
7. SILVA Roger F. Power BI - Business Intelligence Clinic: Create and Learn. Kindle Edition, 2018. 202 s. ISBN 9781726793216.

Supplementary literature:

1. LOSHIN, David. Business intelligence: the savvy manager's guide. Burlington: Morgan Kaufmann, 2012. 270 s. ISBN 9781558609167

2. MOSS, Larissa T. - ATRE, Shaku. Business intelligence roadmap: the complete project lifecycle for decision-support applications. Boston: Addison-Wesley Professional, 2003. 576 s. 978-0201784206
3. NEGASH, Solomon - GRAY, Paul. Business intelligence. In: Handbook on decision support systems 2. Springer, Berlin, Heidelberg, 2008.
4. NOVOTNÝ, Ota. - POUR, Jan. - SLÁNSKÝ D. Business Intelligence, Jak využít bohatství ve vašich datech. Praha: Grada, 2005, 256 s. ISBN 80-247-1094-3
5. PARMENTER, David. Key Performance Indicators: Developing, Implementing, and Using Winning KPIs. Hoboken: Wiley, 2015. 448 s. ISBN 978-1118925102

Syllabus:

Thematic definition of lectures:

1. Business intelligence. Identifying the need for BI implementation in the enterprise. Functions, position of BI in IS/IT architecture, BI concept, connection to other IS applications. BI stages, processes and tools. Critical success factors for BI in the enterprise, requirements for enterprise BI solutions.
2. Source systems. Data transformation and integration. Data integration approaches, data integration tools, achieving full data integration potential.
3. Data architecture. Data architecture requirements, data types and formats, data taxonomy, data models, enterprise data model, enterprise object model, enterprise conceptual model, enterprise conceptual entity model, multidimensional data model, semantic models, machine learning models. Effective data architecture. Data vs. information architecture.
4. Data warehouses. Data storage layer. Data warehouse environment, data warehouse architecture, data warehouse requirements, data warehouse user benefits. Temporary and operational data stores. Integration of data warehouses into IS and Cloud. Application of ETL process for data cleansing in data warehouses. Risks of data warehousing. Data warehouse security. Data mart.
5. KPIs and requirements for BI analytics services. Defining the business problem, setting objectives, defining research questions and hypotheses, determining data analysis, visualization and reporting requirements.
6. Data mining and data extraction. Data quality and Master Data Management. Data mining, data mining methods, data mining software tools. Data extraction - importance of source identification, data extraction techniques, logical and physical data extraction methods. Text and Web Mining.
7. Data enrichment. Data analysis layer. Data analysis - descriptive analysis, predictive analysis, prescriptive analysis, data analysis tools in BI, hierarchization and dependency search. Advanced data analytics and Machine Learning.
8. Querying - selection, query by attribute selection, relational, arithmetic operators, Venn diagram operators, geographic queries. Querying in traditional ETL process and flexible ELT process.
9. Data visualization and reporting. Data presentation layer - importance and roles of visualizations, dashboards and reporting in enterprise data management. Rules for effective reporting. Types and methods of reporting. Descriptive reporting, KPIs. Visualization techniques and tools as support for management.
10. Interpretation of data analysis results. Verification/falsification of hypotheses, formulation of answers to research questions and the business problem. Making management decisions based on the results of BI analysis. Assessing the success of BI analysis, evaluating feedback and adjusting the frequency of BI analysis.
11. Comprehensive view of the need to use Business intelligence solutions in the enterprise. Business intelligence solutions implementation projects in the enterprise - planning, implementation, control and feedback of the projects. Factors influencing the implementation

of BI solutions in the enterprise. Evaluation of the success of implementing BI solutions in the enterprise.

12. Business intelligence strategy, objectives and outputs. Transformation plan. Parallel development paths and development stages of BI solutions. BI conceptual framework. BI lifecycle - lifecycle phases and elements of the BI lifecycle framework.

13. Business intelligence and Artificial Intelligence - integration of BI and Artificial Intelligence. Machine learning - forms of machine learning, predictive analytics and predictive applications. The relationship and impact of machine learning on Business intelligence. New challenges and trends in BI.

Thematic definition of exercises:

1. Business Intelligence. BI application system requirements, BI application user environment and its customization, tools, data import/export, graphical outputs.

2. Data extraction from data sources. Data formats, structured and unstructured data. Connecting to data sources. Data preparation and cleansing, data formatting.

3. Data transformation. Data manipulation, dataset creation for Business Intelligence application. Preparation of test, training and validation dataset. Importing data into Business Intelligence application. Creating data model, session.

4. Data enrichment. Applying a systems approach to the ETL process. Identifying structures and elements for dataset enrichment. Implementation of data enrichment.

5. Defining data analysis requirements using BI applications. Defining the business problem, determining analytical questions, hypotheses and requirements for output reports as a basis for management decisions.

6. Data analysis. Algorithm selection - decision trees, regression, neural networks, Bayesian networks, etc. Methods of data analysis in Business intelligence applications Use of mathematical, logical, statistical functions in BI applications.

7. KPIs. Calculation of indicators using advanced data analysis methods - construction of measure, separate calculation formulas, correlations, regressions, factor analysis, anomaly detection.

8. Data visualization. Use of a wide range of visualization tools (graphs, maps, matrices, charts) to create graphical data outputs.

9. Data visualization and trend analysis. Use of BI application visualization tools to create graphical data outputs with visualization of trends and development of business indicators.

10. Dashboard. Creating dashboards - using the spectrum tool to create dashboards, grouping visualizations, filters, interactive dashboards and data stories.

11. Reporting. Parameterization of data outputs and their export. Configuration of report periodicity and templates. Concept of Real Time reporting.

12. Evaluation of data analysis. Interpretation of data outputs. Verification/falsification of hypotheses, finding answers to the research questions and the defined business problem.

13. Making managerial decisions. Managerial decision making based on data analysis from BI application. Analyzing the quality of analysis and data outputs. Evaluation of feedback and synthesis of insights gained. Setting the periodicity and need for continuous data evaluation.

Continuous assessment - verification of knowledge and skills acquired by students during the semester.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 47

A	B	C	D	E	FX
10.64	12.77	31.91	19.15	17.02	8.51

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21009/21	Title of course: Change Management
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: 4.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21027/21-Management or KM FPM/MMB21025/21-Strategic management	
Requirements to complete the course: 10% teaching activity, 30% seminar work, 60% written exam	
Student workload: 78 h (participation in lectures 26 h, elaboration of seminar work 26 h, preparation for the exam 26 h)	
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. Management of critical changes. (crisis) I.
10. Management of critical changes. (turnaround) II.
11. Management of transitive changes. (TQM, reengineering) I.
12. Management of transitive changes. (mergers and acquisitions) II.
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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 73

A	B	C	D	E	FX
15.07	30.14	53.42	1.37	0.0	0.0

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21003/21	Title of course: Control
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: 2.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21027/21-Management or KPH FPM/MMC21004/21-Cost Controlling or KPH FPM/MMC21015/21-Business Economy	
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 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)	
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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 163

A	B	C	D	E	FX
4.91	17.79	23.93	39.26	13.5	0.61

Lecturer: doc. Ing. Juraj Mišún, PhD., doc. Ing. Ivana Mišúnová Hudáková, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPH FPM/ MMC21016/21	Title of course: Corporate Controlling
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: 2.	
Degree of study: II.	
Prerequisites: KPF FPM/MME21011/21-Financial Management or KPH FPM/MMC21015/21-Business Economy	
Requirements to complete the course: 15% attendance at the lectures, 25% final written paper, 60% final written test	
Student workload: 130 h (participation in lectures 26 h, attendance at lectures 26 h, participation in seminars 26 h, preparation for term exam 13 h, preparation for final exam 39 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of corporate controlling through the definition of strategic and operative controlling; controlling tools; managerial reporting; partial controlling. Competence: <ul style="list-style-type: none"> • understand the concepts, functions, and tasks of strategic and operational controlling, • understand and evaluate the effectiveness of the controlling tools and their mutual relations, • assess the transparency of the flow of costs and revenues in the company and company departments, • analyze the profit or loss of the company also for individual business departments, or analyze the unfavorable development, • evaluate the relevance of the controlling reports information for management, • ability to make production decisions based on contributory profit and managerial results, • apply knowledge in the development of recommendations during the adverse development of economic indicators in the company Skills: <ul style="list-style-type: none"> • evaluate the use of value, financial and managerial understanding of costs in managerial accounting (an essential controlling tool) for decision-making purposes in the company, • create a case study (individually or in teams) using controlling tools and relevant information from the company and present the results, • professionally justify any deviations from the plan and propose relevant measures to eliminate them, 	

- demonstrate knowledge in the formation of individual forms of in-house pricing of products and services and assess the effects of the correct valuation of inputs and outputs on the profit or loss of the company and on the tax base, also using legal hidden reserves,
- demonstrate knowledge in creating various types of reports (segment reporting and managerial profit and loss statement), design reporting techniques and submit relevant information to the company's management for decision-making purposes.

Indicative content:

Topics of lectures:

1. The Concept and Importance of Controlling for Company Management
2. Organization of Controlling in a Corporation
3. Operational planning cycle
4. Internal Accounting System
5. System Relations within Corporate Controlling
6. Inventory Valuation in Controlling
7. Segment Reporting in Controlling
8. Investment controlling
9. Project Controlling
10. Environmental Controlling
11. Human capital Controlling
12. Quality Controlling
13. Controlling CSR

Topics of seminars:

1. The Concept and Importance of Controlling for Company Management
2. Organization of Controlling in a Corporation
3. Operational planning
4. Internal Accounting System
5. System Relations within Corporate Controlling
6. Inventory Valuation in Controlling
7. Segment Reporting in Controlling
8. Investment Controlling
9. Project Controlling
10. Environmental Controlling
11. Human Capital Controlling
12. Quality Controlling
13. Corporate Social Responsibility Controlling

Support literature:

Basic reading:

1. JIAMBALVO, James. Managerial Accounting. Hoboken : Wiley, 2020. 158 s. ISBN 978-1-119-60724-3.
2. WALTHER, Larry. M. Managerial Accounting Solutions. Hamburg : Independently published 2020. 137 s. ISBN 978-1-72946-308-6.
3. SHIELDS, Greg. Management Accounting: The Ultimate Guide to Managerial Accounting for Beginners Including. Bravex Publications, 2020. 100 s. ISBN 978-1-647-48428-6.
4. FOLTÍNOVÁ, Alžbeta – DUBCOVÁ, Gabriela. Podnikový controlling. Praktikum. Bratislava : Vydavateľstvo EKONÓM, 2014. 183 s. ISBN 978-80-89393-72-5.
5. DUŠEK, Jiří. Vnitropodnikové účetnictví. Praktický návod s podklady na jeho zavedení. Praha : Grada Publishing, 2019. 136 s. ISBN 978-80-271-2544-9.

Additional reading:

1. WARREN, Carl – JONES, Jefferson P. – TAYLER, William B. Financial & Managerial Accounting. London : Cengage Learning, 2020. 1552 s. ISBN 978-1-33790-266-3.
2. BEHRINGER, Stefan. Controlling. Berlin : Springer Gabler, 2021. 178 s. ISBN 978-3-658-32744-6.
3. WALTHER, Larry M. Managerial Accounting. Hamburg : Independently published, 2020. 263 s. ISBN 978-1-72946-322-2.
4. DYCKMAN, Thomas R. – HANLON, M L. – MAGEE, Robert P. Financial & Managerial Accounting for Decision Makers. Cambridge : Cambridge Business Publisher, 2018. 173 s. ISBN 978-1-61853-234-3.
5. GARRISON, Ray – NOREEN, Eric – BREWER, Peter. Managerial Accounting. New York : Mc Graw Hill, 2020. 640 s. ISBN 978-1-25996-948-5.
6. MOWEN, Maryanne M. – HANSEN, Don R. – HEITGER, Dan H. Managerial Accounting: The Cornerstone of Business Decision-Making. London : Cengage Learning, 2017. 816 s. ISBN 978-1-33711-600-8.
7. BLOCHER, Edward. Cost Management: A Strategic Emphasis. New York : McGraw-Hill Higher Education, 2018. 976 s. ASIN B07B4HXX2X.
8. WHITTINGTON, Ray. Principles of Auditing & Other Assurance Services. New York : McGraw-Hill Higher Education, 2018. 944 s. ASIN B07C3Z8KBZ.
9. HILTON, R. Managerial Accounting: Creating Value in a Dynamic Business Environment. New York : McGraw-Hill Education, 2016. 848 s. ISBN 978-1-25956-956-2.
10. BREWER, Peter. Introduction to Managerial Accounting. New York : McGraw-Hill Higher Education, 2018. 752 s. ISBN 978-1-25991-706-6.

Syllabus:

Topics of lectures:

1. The Concept and Importance of Controlling for Company Management -The topic deals with the definition, classification, and categorization of the corporate controlling system. Controlling subsystem within corporate systems. The position of controlling regarding management and relevant tasks and functions of corporate controlling. Systematization of corporate controlling - global controlling and partial controlling, functional areas controlling and functional controlling.
2. Organization of Controlling in a Corporation- The topic focuses on identifying, specification, classification, and typology of organizational structures applied for corporate controlling purposes. Differentiation and comparison of organizational structures of controlling concerning the typology of companies. Static and dynamic side of organizational structures of controlling. Determining concepts of corporate controlling.
3. Operational planning cycle - The topic focuses on comprehensive and integral issues of operational planning. Multidisciplinarity of operational planning. Dimensionalization of operational planning: static and dynamic aspects of operational planning. Flexible relation between annual plan and budget. Budgeting principles. Purpose of the budgeting process and an annual planning cycle. Corporate budgeting processes principle. The basic structure of the corporate budget. Implementation of the corporate budget.
4. Internal Accounting System - The topic deals with the comprehensive issue of the essence of the internal accounting system. Dimensionalization of controlling parameters. Controlling cube. An analysis of contributions by dimensions. Cost classification: categorization and typology of costs. Classification of centers: categorization and typology of cost centers and profit centers. Accounting: systems of internal accounting based on procedures involved in organizational units. Company balance sheet.
5. System Relations within Corporate Controlling - The topic focuses on comprehensive and integral issues of systemic relations within corporate controlling. Dimensionalization of the relationship between financial and managerial accounting for corporate controlling: financial accounting, internal accounting, cost accounting, operational accounting, managerial accounting,

controlling. Organization of relationships and subsystems of internal / intra-organizational accounting.

6. Inventory Valuation in Controlling - The topic deals with the comprehensive issue of the essence of inventory valuation for corporate controlling, Relevant relations of controlling and financial accounting in the field of inventory valuation, types of inventories. Classification and categorization of conditions and determinants of inventory valuation, with instructions for practical application. Classification and categorization of conditions and determinants of inventory valuation methods, with instructions for practical application.

7. Segment Reporting in Controlling - The topic deals with the comprehensive issues of the application of segment reporting in a corporation. Basic principles of reporting. Definition, classification, categorization, and typology of the corporate controlling system. Essential attributes of an enterprise information system (EIS) for reporting purposes. Reporting process and cycle. Segment reporting in terms of content and form. Issues of hierarchy and segmentation of the report. Issues of relevance and irrelevance of report segmentation items.

8. Investment controlling - The topic focuses on comprehensive and integral issues of systemic relations in investment controlling. General characteristics of investment controlling. Definition, classification, categorization, and typology of the investment system from the point of view of investment controlling. Investment evaluation methodology. Methods and tools applied in investment controlling. The controller's tasks from the point of view of investment controlling in the company.

9. Project Controlling - The topic deals with the comprehensive issues of project controlling in a company. General characteristics of project controlling of a company. Definition, classification, categorization, and typology of a system of projects. Tools and methods for fulfilling the tasks of project controlling. The project life cycle. Project budgeting. The controller's tasks from the point of view of project controlling of the company.

10. Environmental Controlling - The topic deals with the comprehensive issues of environmental controlling. Definition of environmental controlling concepts. General characteristics and basic principles of environmental controlling. Alternatives of the environmental managerial system. Methods and tools applied in environmental controlling—the controller's tasks from the point of view of human capital controlling in a company.

11. Human capital Controlling - The topic focuses on comprehensive and integral issues of systemic relations in human capital controlling. Fundamental differences in human resources management, human resources, and human capital for corporate controlling. General characteristics and basic principles of human capital controlling in a company. Methods and tools applied in human capital controlling. The controller's tasks from the point of view of human capital controlling in a company.

12. Quality Controlling - The topic focuses on comprehensive and integral issues of systemic relations in quality controlling. General characteristics and basic principles of quality controlling. Quality management according to ISO standards. TQM - total quality management. Position of quality controlling in the system of corporate controlling. Methods and tools applied in quality controlling. Quality costs (COQ). The controller's tasks from the point of view of quality controlling in the company.

13. Controlling CSR - The topic focuses on comprehensive and integral issues of systemic relations in CSR controlling. Basic principles of CSR. General characteristics and basic principles of CSR controlling. Methods and tools applied in CSR controlling. CSR indices. GRI standards. Integrated reporting

Topics of seminars:

1. The Concept and Importance of Controlling for Company Management – case studies, examples and managerial dilemmas focused on definitions, classification, and categorization of the corporate controlling system. Controlling subsystem within corporate systems. The position

of controlling regarding management and relevant tasks and functions of corporate controlling. Systematization of corporate controlling – global controlling and partial controlling, controlling of functional areas and functional controlling.

2. Organization of Controlling in a Corporation - case studies, examples and managerial dilemmas focused on the identification, specification, classification, and typology of organizational structures applied for the purposes of corporate controlling. Differentiation and comparison of organizational structures of controlling concerning the typology of companies. The static and dynamic form of controlling organizational structures. Determining concepts of corporate controlling.

3. Operational planning - case studies, examples and managerial dilemmas focused on the comprehensive and integral issues of operational planning. Multidisciplinarity of operational planning. Dimensionalization of operational planning: static and dynamic aspects of operational planning. Flexible relations between an annual plan and the budget. Budgeting principles. Purpose of the budgeting process and an annual planning cycle. Corporate budgeting processes principle. The basic structure of the corporate budget. Implementation of the corporate budget.

4. Internal Accounting System - case studies, examples and managerial dilemmas focused on the comprehensive principles of the internal accounting system. Dimensionalization of controlling parameters. Controlling cube. An analysis of contributions by dimensions. Cost classification: categorization and typology of costs. Classification of centers: categorization and typology of cost centers and profit centers. Accounting: systems of internal accounting based on procedures involved in organizational units. Company balance sheet

5. System Relations within Corporate Controlling - case studies, examples and managerial dilemmas focused on the comprehensive principles of system relations within corporate controlling. Dimensionalization of the relationship between financial and managerial accounting for the purposes of corporate controlling: financial accounting, internal accounting, cost accounting, operational accounting, managerial accounting, controlling. Organization of relationships and subsystems of internal / intra-organizational accounting.

6. Inventory Valuation in Controlling - case studies, examples and managerial dilemmas focused on the principles of inventory valuation for the purposes of corporate controlling, Relevant relations of controlling and financial accounting in the field of inventory valuation, types of inventories. Classification and categorization of conditions and determinants of inventory valuation, with instructions for practical application. Classification and categorization of conditions and determinants of inventory valuation methods, with instructions for practical application.

7. Segment Reporting in Controlling - case studies, examples and managerial dilemmas focused on the comprehensive issues of the application of segment reporting in the company. Basic principles of reporting. Definition, classification, categorization and typology of the corporate controlling system. Basic attributes of an enterprise information system (EIS) for reporting purposes. Reporting process and cycle. Segment reporting in terms of content and form. Issues of hierarchy and segmentation of the report. Issues of relevance and irrelevance of report segmentation items.

8. Investment Controlling - case studies, examples and managerial dilemmas focused on the comprehensive issues of applying systemic relations in investment controlling. General characteristics of investment controlling. Definition, classification, categorization, and typology of the investment system from the point of view of investment controlling. Investment evaluation methodology. Methods and tools applied in investment controlling. The controller's tasks from the point of view of investment controlling in the company.

9. Project Controlling - case studies, examples and managerial dilemmas focused on the comprehensive issues of project controlling in a company. General characteristics of project controlling of a company. Definition, classification, categorization, and typology of a system of

projects. Tools and methods for fulfilling the tasks of project controlling. The project life cycle. Project budgeting. The controller's tasks from the point of view of project controlling of the company.

10. Environmental Controlling - case studies, examples and managerial dilemmas focused on the comprehensive environmental controlling issues in a company. Definition of environmental controlling concepts. General characteristics and basic principles of environmental controlling. Alternatives of the environmental managerial system. Methods and tools applied in environmental controlling. The controller's tasks from the point of view of human capital controlling in a company.

11. Human Capital Controlling - case studies, examples and managerial dilemmas focused on the comprehensive issues of human capital controlling in a company. Basic differences in human resources management, human resources, and human capital for the purposes of corporate controlling. General characteristics and basic principles of human capital controlling in a company. Methods and tools applied in human capital controlling. The controller's tasks from the point of view of human capital controlling in a company.

12. Quality Controlling - case studies, examples and managerial dilemmas focused on the comprehensive issues of systemic relations in quality controlling. General characteristics and basic principles of quality controlling. Quality management according to ISO standards. TQM - total quality management. Position of quality controlling in the system of corporate controlling. Methods and tools applied in quality controlling. Quality costs (COQ). The controller's tasks from the point of view of quality controlling in the company.

13. Corporate Social Responsibility Controlling - case studies, examples and managerial dilemmas focused on the practical application of CSR controlling. Basic principles of CSR. General characteristics and basic principles of CSR controlling. Methods and tools applied in CSR controlling. CSR indices. GRI standards. Integrated reporting.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 98

A	B	C	D	E	FX
36.73	27.55	24.49	8.16	1.02	2.04

Lecturer: doc. Ing. Mgr. Gabriela Dubcová, PhD., Ing. Ľubica Foltínová, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KMVaL FPM/ MMD21003/21	Title of course: Corporate Innovation 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: 5	
Recommended semester/trimester of study: 2.	
Degree of study: II.	
Prerequisites: KMVaL FPM/MMD21011/21-Production Management or KPH FPM/MMC21015/21-Business Economy	
Requirements to complete the course: 30% continuous written work, 70% combined exam	
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)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • An overview of theoretical approaches and methods used in innovation management. Practical application of methods such as forecasting, the method of determining the best value (benchmarking), methods of determining the price of the innovated product or. services used in the management of innovation, the adoption of procedures for evaluating the economic efficiency of innovation actions. By applying creative thinking methods such as Brainstorming, Mind Mapping, Delphi, Discussion 66, Morphological Analysis, Relevant Tree technique and other methods to support creativity, collectivity, inspiration, quantity and quality of students' ideas. Competence: <ul style="list-style-type: none"> • characterize and define the basic steps of innovation management, their theoretical principles, content and procedures, • define and apply methods for forecasting innovations and determining the reliability of forecasts, • determine the specifics of the quality of future innovation and determine the price of the innovated product, • characterize the basic approaches to evaluating the economic efficiency of innovation actions and apply the innovation plan in the business entity. • management of innovation processes in connection with environmental requirements Skill: <ul style="list-style-type: none"> • effectively use and apply the procedures of selected forecasting methods, determining the innovative intention of products through benchmarking methodology, • evaluate and interpret the results of prognostic methods, benchmarking methodology and selected methods of creative thinking, 	

- apply the methodology of comparing competing products and use the methodological complex of value analysis to determine the content of new innovation, procedures for the application of methods of creative activity,
- practically apply creative thinking methods such as Brainstorming, Mind Mapping, Delphi, Discussion 66, Morphological Analysis, Relevant Tree technique and other intuitive and normative methods of creative thinking.

Indicative content:

Thematic definition of lectures:

1. Basic concepts, subjects and sources of innovation and their importance in the business environment
2. Classification and differentiation of innovations and basic principles of innovation management in the company
3. Specification of life and innovation cycle phases of a successful product, dynamics of product life cycles and success factors of innovations on the market
4. The company's innovation strategy and the process of creating a new product in the process of innovation management
5. Determining the time of onset of a new innovation - approaches, methods of forecasting product innovations and reliability of forecasts
6. Benchmarking as a method of specifying the quality of existing products - the essence of the application of the "best value" method
7. Determining the price of an innovated product
8. Application of creative methods in the innovation process
9. Methodical complex of value analysis as a way of determining the innovative intention (parameters) of the product
10. Complexity of the innovation process - Open innovation
11. Evaluation of economic efficiency of innovations
12. The use of intellectual property rights in the decision-making process in the management of innovation in the company
13. Management of innovation processes in connection with environmental requirements. Three imperatives of innovation management in the conditions of circular economy.

Thematic definition of exercises:

1. The essence of innovation management at home and abroad
2. General characteristics of innovations and their classification
3. Innovation forecasting methods and forecast reliability as the first step in innovation management
4. Extrapolation and expert methods of prognostic analysis
5. Benchmarking as a tool for specifying the quality of future innovation
6. Determining the price of an innovated product based on the use of the „Quadrante Quotient technique”
7. Application of creative methods in the innovation process
8. Morphological matrix as a method of normative creative activity
9. Relevant Tree technique as a goal-oriented method of creative activity
10. The complexity of the innovation process
11. Evaluation of economic efficiency of innovations
12. Licensed trading in innovation management
13. Summary and synthesis of acquired knowledge of innovation management in the company

Support literature:

Basic literature:

1. GUBOVÁ, Klaudia. Manažment inovácií v podniku. Bratislava : Vydavateľstvo EKONÓM, 2016. 122 s. ISBN 978-80-225-4374-3.

2. MOLNÁR, Pavol - DUPAL, Andrej. Manažment inovácií podniku. Bratislava : Vydavateľstvo EKONÓM, 2008. 170 s. ISBN 978-80-225-2483-4.
 3. MOLNÁR, Pavol - JACHYMOVIČ, Viliam. Manažment inovácií podniku. Bratislava : Vydavateľstvo EKONÓM, 2011. 207 s. ISBN 978-80-225-3206-8.
 4. DUPAL, Andrej - BARÁNEK, Ivan - FÜZYOVÁ, Ľuba. Manažment inovácií podniku. Bratislava : Vydavateľstvo EKONÓM, 1997. 262 s. ISBN 80-225-0841-1.
 5. HITTMÁR, Štefan – HRNČIAR, Miroslav – LENDEL, Viliam. Riadenie inováčných procesov v podniku. Teoretické a praktické otázky tvorby a uplatňovania inováčných procesov v podniku. Bratislava : Vydavateľstvo EDIS, 2017. 139 s. ISBN 9788055414140.
- Supplementary literature:
1. AFUAH, A. Innovation management. Oxford: Oxford University Press, 2003. 390 s. ISBN 978-0-19-514230-3.
 2. ARNOLD, Heinrich - ERNER, Michael - MÖCKEL, Peter - SCHLÄFFER, Christopher. Applied Technology and Innovation Management. Springer Heidelberg, Dordrecht, London, New York, 2010. ISBN 978-3-540-88826-0.
 3. DODGSON, Mark – GANN, David. M. – PHILLIPS, Nelson. The Oxford Handbook of Innovation Management. United Kingdom: Oxford University Press, 2015. 700 p. ISBN 978-0-19-969494-5.
 4. HILTUNEN, Elina. Foresight and Innovation. How companies are Coping with the Future. New York : Palgrave Macmillan, 2013. 254 p. ISBN 978-1-137-33769-6-X.
 5. JÁČ, Ivan – RYDVALOVÁ, Petra – ŽIŽKA, Miroslav. Inovace v malém a středním podnikání. Brno : Computer Press, 2005. 180 s. ISBN 80#251#0853#8.
 6. MOLNÁR, Pavol. International Business I., Innovation management. Vol. 2. Nitra : ForPress Nitrianske tlačiarne, 2014. 126 p. ISBN 978-80-89731-18-3.
 7. RICHNÁK, Patrik – PORUBANOVÁ, Klaudia. Innovations in Logistics: Digitalization Challenges in Logistics. Praha : Wolters Kluwer ČR, 2019. 144 s. ISBN 978-80-7598-627-6.
 8. THIEL, Peter. Zero To One. London : Virgin Books, 2014. 210 s. ISBN 9780753555200.
 9. TIDD, J. – BESSANT, J. 2011. Managing Innovation. Integrating Technological, Market and Organizational Change. 4th Edition. England : John Wiley & Sons. Ltd. 622 p. ISBN 978-0-470-99810-6.
 10. YORDANOVA, Zornitsa. The Business Innovation Book. 1st Edition. Zornitsa Yordanova©, 2018. 344 p. ISBN 978-619-91152-3-7.

Syllabus:

Thematic definition of lectures:

1. Basic concepts, subjects and sources of innovation and their importance in the business environment

Approximation of basic concepts of innovation management, types of innovations and changes that cause them. The basic difference between innovation, business innovation and innovation management. Defining the actors that create the demand for innovation and their benefits. The main driving forces of innovation, identification of factors causing the emergence of innovation and their importance in the business environment.

2. Classification and differentiation of innovations and basic principles of innovation management in the company

Defining the concept of innovation, invention and discovery. Defining the relationship between inventions and innovations during the product life cycle. Approximation of basic innovation orders (Valent's innovation spectrum) in order to differentiate and classify innovations in terms of their content and significance. Determination of product innovation waves according to innovation stages, frequency of their occurrence, factors influencing the length of product innovation waves on the market.

3. Specification of life and innovation cycle phases of a successful product, dynamics of product life cycles and success factors of innovations on the market

In order to manage innovation processes, it is necessary to perform an analysis of previous and current life cycles of product innovations and define the difference and essence of the life and innovation cycle. Determination of factors influencing the length and course of the innovation wave and the content of individual phases of the product innovation life cycle. In connection with the permanent onset of a new innovation of the same utility value of a product, it is necessary to talk about the dynamics of life cycles of successful products and the factors of innovation success.

4. The company's innovation strategy and the process of creating a new product in the process of innovation management

Innovation management consists of 4 basic steps of innovation management. In the above steps, using the appropriate methods and techniques, the time of onset of innovation is most likely sought. In order to have the most reliable forecast results, it is required to prepare comprehensive forecasts - product forecasts. Definition of the terms forecast and forecasting and with regard to the tasks of strategic departments of companies, it is necessary to develop a comprehensive business forecast.

5. Determining the time of onset of a new innovation - approaches, methods of forecasting product innovations and reliability of forecasts

Basic forecasting approaches as exploratory and normative can be used to innovate various elements and areas of comprehensive business forecasting, but especially in determining the future development of the parameters of the product. Defining the use of basic forecasting methods depends on the quality and quantity of information and data obtained on a given parameter. The compilation of a forecast requires the application of a combination of several forecasting methods. This increases the quality and reliability of the result of the predicted parameter.

6. Benchmarking as a method of specifying the quality of existing products - the essence of the application of the "best value" method

Defining the concept of benchmarking according to various authors, defining the algorithm of benchmarking application, determining the possibilities of data acquisition for benchmarking comparison, application of benchmarking methodology in combination with the best value method and determining the innovative intention of the product.

7. Determining the price of an innovated product

Determining the price of an innovated product is one of the most important activities in the process of creating innovations. The graphical representation and economic interpretation of the quadratic dependence of the price and quality of the product is the basis for the application of the „Quadrat Quotient technique“. The practical application and procedure of the application of the mentioned method is based on the benchmarking methodology and shows the difference between the linear and quadratic dependence between the quality and the price of the product.

8. Application of creative methods in the innovation process

Creative methods in the innovation process are intuitive methods, systematic and methods of normative creative activity. These innovative methods are used to generate new innovations and increase human potential. Creativity and invention arise from a combination of new ideas and the action of the three basic laws of Aristotle, the law of association, the law of analogy and the law of contrast.

9. Methodical complex of value analysis as a way of determining the innovative intention (parameters) of the product

One of the proven tools for achieving the planned goals is the application of the methodology of the methodological complex of value analysis. After a comparative analysis of product parameters using benchmarking, the innovation goals of individual parameters are determined on

the basis of expert determination and percentage determination of goals. The determination of the three basic principles applied in the value analysis and the five basic variants of the development of the efficiency indicator is the content of this lecture.

10. Complexity of the innovation process - Open innovation

Based on the fact that no partial innovation is isolated from its surroundings and in addition to stimulating innovation, innovations arise in other areas as well, the theory of complex innovation and the principle of chaining complex innovation at the vertical and horizontal level of the production system. The radius of action defines the area of innovation triggered by stimulating innovation.

11. Evaluation of economic efficiency of innovations

Evaluating the economic efficiency of innovative development is an important activity in the process of deciding on the inclusion of a plan in the innovative development of a company. We recognize the evaluation of non-investment innovative shares, which includes the basic model of effectiveness of non-investment innovative shares and the evaluation of investment innovative shares, which is based on two approaches, static and dynamic approach to the process of evaluation of investment innovative shares.

12. The use of intellectual property rights in the decision-making process in the management of innovation in the company

A very important opportunity to implement innovative processes of obtaining new solutions from sources of foreign intellectual property is licensing trading, which takes the form of active and passive licenses. The subject of licensed trading may be inventions, design, utility model, trademark and know-how. In the decision-making process on the implementation of innovation processes on the basis of licensed trading or own research and development, it is essential to determine the effectiveness of the two methods.

13. Management of innovation processes in connection with environmental requirements. Three imperatives of innovation management in the conditions of circular economy.

Management of innovation processes in relation to customer requirements - "CRM", "B2C" cooperation in creating innovations, customization and customization, "B2B" cooperation in creating innovations using the application "lead user" concept understood as the use of "main customer" for cooperation in creating innovation and using the application of the "lead user" concept as an analogy with a more progressive industry, management of innovation processes in relation to environmental requirements "ERM", customer requirement for timely launch of innovation "JIT".

Thematic definition of exercises:

1. The essence of innovation management at home and abroad

Concepts and sources of innovation and their definition based on the processing of case studies. Defining the essence of innovation and imitation in practice, the strategic advantage of innovation management and defining the four dimensions of innovation. Identification of four steps of innovation management and on the basis of the above steps elaboration of practical projects on identified topics.

2. General characteristics of innovations and their classification

Classification of innovations based on Valent's innovation spectrum and definition of frequency waves. Based on the above breakdown, presentation and explanation of practical examples of innovation based on innovation levels. Detailed presentation of new factors influencing the length of innovation waves and connection to the content of the life and innovation cycle of products.

3. Innovation forecasting methods and forecast reliability as the first step in innovation management

Practical use of prognostic methods in the form of processing the project part of the seminar work. Graphical representation of the selected forecasting parameter and its subsequent economic

interpretation. Defining the basic differences between forecasting approaches and forecasting methods

4. Extrapolation and expert methods of prognostic analysis

Graphic processing of selected extrapolation methods such as the envelope curve, the leading trend, the method of factor decomposition and their economic interpretation. Practical explanation and pointing out the basic differences of expert methods. Linking the use of extrapolation and expert methods in practice and then determining the reliability of forecasts of a given predicted parameter.

5. Benchmarking as a tool for specifying the quality of future innovation

Methodology of quantification of quality of selected parameters of a certain product resp. services of selected competitors. Determining the order of importance of selected parameters, determining their tendency, units and calculating the weight of importance of parameters. Subsequent quantification of the quality of the parameter of the selected product, quantification of the quality of the whole product resp. services and determining the innovation intent of a new innovated product.

6. Determining the price of an innovated product based on the use of the „Quadrature Quotient technique”

Calculation of the price of the innovated product using the share quadrature methodology. Defining the basic difference between the best value methodology and the „Quadrature Quotient technique” in practice. Graphic representation and economic interpretation of quadratic dependence of price and product quality resp. services in practice.

7. Application of creative methods in the innovation process

Use of creative methods, namely intuitive methods, systematic methods in practice. Elaboration of case studies, demonstrations of selected methods and explanation of their basic differences in theory and practice. Defining the benefits and shortcomings of the methods used in the innovation management process.

8. Morphological matrix as a method of normative creative activity

Characteristics of the essence of a morphological matrix as a science of structure. Practical use of morphological matrix based on selected product and its parameters. Explanation of selected variants, systems and subsystems forming the morphological matrix of the analyzed product and its parameters. Subsequent quantification of the number of combinations of selected variants of the innovation solution.

9. Relevant Tree technique as a goal-oriented method of creative activity

Application of the algorithm of the Relevant Tree technique of a selected goal-oriented, dynamic problem and subsequent determination of the order of significance of the proposed innovations and economic interpretation of the chosen solution.

10. The complexity of the innovation process

The use of action radio as a solution to the complexity of the innovation process, which ensures all the innovations of development in its field. Identification of stimulating innovation in a certain innovation stage and area of the business unit. Subsequent determination of horizontal and vertical chaining caused by stimulating innovation and its impact on individual areas of the organizational system in the company.

11. Evaluation of economic efficiency of innovations

Graphical representation of evaluation and comparison of investment and non-investment variants of innovative actions. It is an improvement of the current situation based on the search for the use of existing reserves in the given areas. Given the success of investment projects, economic efficiency is understood as the cost-effectiveness of the preparation and implementation of innovative development.

12. Licensed trading in innovation management

Characteristics of intellectual property rights and definition of basic differences in the use of intellectual property rights in practice. Protection of intellectual property and its moral aspect in business. Processing of domestic and foreign case studies. Possibilities of commercialization and use of intellectual property. Graphical representation of the advantage of using licenses in comparison with the company's own research and development and its subsequent economic interpretation.

13. Summary and synthesis of acquired knowledge of innovation management in the company
Synthesis and summarization of the results of solved innovation management projects in the company. Defining the basic attributes, factors influencing the management of innovation in the company. Defining and identifying the basic shortcomings and benefits arising from the life and innovation cycle of a particular product.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 324

A	B	C	D	E	FX
27.47	29.94	25.31	13.27	2.47	1.54

Lecturer: doc. Ing. Klaudia Gubová, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21017/21	Title of course: Corporate culture
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: 4.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21012/21-Organizational Behavior or KM FPM/MMB21015/21- Personnel Management	
Requirements to complete the course: 40 % continuous work on the project and its presentation, 60 % combined examination	
Student workload: 78 h (attendance at seminars 26 h, preparation for seminars 13 h, project processing 13 h, exam preparation 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • The course provides a comprehensive view of corporate culture and its individual components, the role of corporate culture in supporting the performance and competitiveness of the enterprise, including the possibilities of its change. Competence: <ul style="list-style-type: none"> • understand corporate culture and it's connection to business success, • assess the appropriateness of corporate culture to the needs of the business, • use knowledge effectively to ensure that the culture of the enterprise is linked to its HR functions, • identify the scope for change in corporate culture and propose a model for its implementation, • understand the relationship between national and corporate culture. Skill: <ul style="list-style-type: none"> • identify the elements of corporate culture in a particular enterprise, • diagnose the type of corporate culture, • evaluate the relationship between culture and corporate identity and their impact on corporate image and propose measures in this area, • propose solutions to intercultural situations. 	
Indicative content: Thematic definition of seminars: <ol style="list-style-type: none"> 1. The concept of culture as a basis for the formation of corporate culture 2. Corporate culture 3. Typologies of corporate culture 4. Diagnostics of corporate culture 5. Opportunities to change corporate culture 	

6. Corporate culture and human resource management
7. Corporate culture and corporate image
8. Impact of corporate culture on business performance
9. Relationship between corporate and national culture
10. Corporate cultures in the European area
11. Corporate cultures in the non-European area
12. The impact of corporate culture on management processes in the selected enterprise.
13. Presentation of student projects.

Support literature:

1. HOFSTEDÉ, G. 2010. Cultures and Organizations. Software of the Mind. Intercultural cooperation and its importance for survival. London : McGraw-Hill, 2010. 549 p. ISBN 978-0-07-166418-9.
2. SCHEIN, Edgar. Organizational Culture and Leadership. San Francisco : Jossey Bass Publishers, 1992. 457 s. ISBN 0-7879-4699-0.
3. ALVESSON, Mats – SVENINGSSON, Stefan. Changing Organizational Culture. New York : Routledge, 2008. 194 s. ISBN 0-203-93596-9.

Syllabus:

Thematic definition of seminars:

1. The concept of culture as a basis for the formation of corporate culture
Definition of the concept of culture, its elements and features. Normative and descriptive approaches to the concept of culture. Ethnocentrism and cultural relativism. Approaches to the study of culture (anthropological, sociological, psychological). Levels of culture. Subcultures. The emergence and development of corporate culture. Elements, levels and content of corporate culture. Different theoretical approaches in the definition of corporate culture, its sources and internal structure.
2. Corporate culture
Defining the concept of corporate culture. The emergence and development of corporate culture. Interpretive and objectivist concepts of corporate culture. Elements, levels and content of corporate culture. Different theoretical approaches in the definition of corporate culture, its sources and internal structure. Model of corporate culture according to E. Schein. Definition of artefacts of material and immaterial nature, norms and values, basic assumptions. Sources of corporate culture. Functions of corporate culture. Corporate culture and the life cycle of the enterprise.
3. Typologies of corporate culture
The meaning of typologies, selected approaches to the typology of corporate culture (classificatory, comparative, metric). Development of typologies, theoretical and empirical approaches. General and specific typologies of corporate culture. Types of corporate cultures in relation to organisational culture, environment and corporate behaviour. Content of selected typologies of corporate culture and their use. Specific typologies of corporate culture according to tools of control, approach to errors and evaluation. Limitations of corporate culture typologies.
4. Diagnostics of corporate culture
Diagnostics of corporate culture as a basis for its formation. Quantitative and qualitative approaches to cognition of corporate culture. Methods of diagnostics, their advantages and limitations. Typological and profile questionnaires for the diagnosis of corporate culture, multidimensional analysis. OCAI - Organizational Culture Assessment Instrument. Procedure for diagnosing corporate culture. Organisational metaphors. Perception of corporate culture through metaphors, working with them in the process of culture change. The enterprise as machine, organism, brain, political system and flow.
5. Opportunities to change corporate culture

The need for change in corporate culture, approaches to change. Types of culture change and their implementation. Selected models of corporate culture change (D. Ulrich, K. Lewin). Prerequisites for successful culture change. Understanding and communicating culture change, alternative approaches to change, action plan. HR professionals as agents of culture change in the company. Employees' reaction to the change of company culture and risks of this change. The process of shaping a desirable corporate culture.

6. Corporate culture and human resource management

The interrelationship between corporate culture and the various functions of human resource management. The impact of corporate culture on job characteristics. Presentation of corporate culture in the recruitment process, its impact on the employer brand. Selection of candidates with similar value orientation, transfer of elements of corporate culture into the consciousness of employees in the framework of training. Compliance of performance appraisal standards with the requirements of culture, reward system as a tool to promote corporate culture. The role of HR managers in the formation and management of corporate culture.

7. Corporate culture and corporate image

Interrelationship of the concepts of culture, identity and corporate image. Definition of the concept of corporate identity, approaches to its definition (ex post and ex ante) and its evolution. Functions of corporate identity. Components of corporate identity and means of its formation. The importance of corporate identity in corporate governance. Corporate identity and corporate social responsibility. Corporate image and its dimensions. Profiles and characteristics of generations of employees and their consideration in the process of creating corporate identity and corporate image.

8. Impact of corporate culture on business performance

Theoretical models of corporate culture in relation to business performance (quantitative and qualitative studies). Characteristics of corporate culture, determining the performance of the enterprise. The strength and content of corporate culture. Adaptability of culture and its strategic appropriateness. Conflict of corporate culture with strategy. Participativeness as a determinant of performance. Corporate culture as a barrier to performance. Culture clash and its impact on corporate performance.

9. Relationship between corporate and national culture

Cultural standards and their role in learning about national cultures. Dimensions of national culture and their definition according to selected authors. Hofstede's model of diagnosis of national culture. The impact of national culture on corporate governance. National culture and corporate culture in international enterprises. The emergence of intercultural situations and the possibilities of their resolution. Types of regulation in problematic intercultural situations.

10. Corporate cultures in the European area

Theoretical definition of cultural standards. Cultural standards of individual European cultures and their historical and political background. National cultures in the Central European area (Czech Republic, Slovakia, Poland, Hungary). Eastern European cultural standards (Russia, Ukraine, Belarus). German and Austrian cultural circle. French and English cultural standards.

11. Corporate cultures in the non-European area

Cultural standards of selected non-European cultures and their historical and political background. National cultures of Latin American countries (Mexico, Argentina) and North American countries (USA, Canada). Asian cultural standards (Indonesia, India). Impact of national cultures on international cooperation. National cultures and processes of globalisation.

12. The impact of corporate culture on management processes in the selected enterprise.

Identification and analysis of the corporate culture of the selected enterprise. Presentation of the corporate culture of a specific company, made by an invited HR manager of the selected company.

Language whose command is required to complete the course:

Slovak					
Notes:					
Assessment of courses					
Total number of evaluated students: 57					
A	B	C	D	E	FX
91.23	1.75	0.0	0.0	7.02	0.0
Lecturer: doc. Ing. Mgr. Zuzana Joniaková, PhD.					
Date of the latest change: 08.02.2022					
<p>Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.</p>					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KIM FPM/ MMA21002/21	Title of course: Data Analysis in 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: 5	
Recommended semester/trimester of study: 3.	
Degree of study: II.	
Prerequisites: KIM FPM/MMA21008/21-Information Technology Management or KIM FPM/MMA21006/21-Business Information System or KIM FPM/MMA21012/21-Business Informatics	
Requirements to complete the course: 40 % seminar work, 60 % written exam	
Student workload: 130 hours (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for credit paper 20 h, preparation for exam 32 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • The student will acquire in-depth knowledge of application procedures and the correct choice of specific analytical methods, implemented through freely available open source software that are used in successful companies. This will be reflected in his practical knowledge of applied management research of internal and external company environment. Competence: <ul style="list-style-type: none"> • In knowledge of common statistical methods, ability to apply them and to be adequately choose the right method for the problem. • In understanding the structure, format and content of information provided by management analyses, scientific articles, research reports commonly used in modern organizations managed on the basis of data, knowledge and know-how. • To be able to create a complete proposal for obtaining new primary data from internal (corporate) and external sources, successfully implement this proposal in the field and bring to the management the required structured information as a basis for decision-making. Subsequently, propose steps and procedures of recommendations based on the results of the analysis. • He will gain orientation and understanding of the topic to such an extent that he will subsequently be able to search for and study new methods, apply them and understand their results and interpret them correctly. Skill: <ul style="list-style-type: none"> • 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 run a wide range of relatively demanding analytical / statistical analysis, set 	

them up specific parameters and conditions, understand the results, know how to interpret them correctly and write them in an internationally accepted standard form.

- They will acquire skills that will allow them to find a new statistical / analytical method, study its application, interpretation of results and then use it in practice.
- Successfully masters the process of identifying literature related to the problem.
- The relationship between the methodology used and the possibilities of subsequent analysis and the output of the analysis. When research is needed and when we can rely on existing information.
- The process of identifying and correct definition of the problem. Determining the type of analysis, determining variables, setting research goals, questions

Indicative content:

Thematic definition of lectures:

1. The importance of data and analysis for the creation of information and subsequent knowledge as a basis for quality decision-making and for the success of the company.
2. Scientific theory and applicable practical significance of theory.
3. Population, sample, probability, sampling, probability distribution.
4. Creating new specialized questionnaires and other measuring tools according to scientific principles and using existing ones.
5. Presentation of practical recommendations and skills needed to search for data in scientific databases and professional databases.
6. Assumptions and hypotheses created from them.
7. Regression analysis: hierarchical and logistical, conditions for application, practical usage.
8. Structural equation modeling (SEM). Explanation of the method.
9. Mediation as an extension of regression analysis.
10. Moderation as an extension of regression analysis.
11. Reduction of the number of variables using exploratory factor analysis.
12. Confirmatory factor analysis (CFA).
13. The importance of systematic studies and meta-analyzes as carriers of knowledge.

Thematic definition of exercises:

1. Presentation of the installation of current versions of open source software used for statistical / data analysis (JAMOMI, JASP and PSPP).
2. Data distribution.
3. Calculation of effect size by Cohen's d, Person's r for parametric and nonparametric tests.
4. Probability of phenomena and its distribution.
5. Measurement of relationships between variables according to the type of variable (variations of relationships between types of variables).
6. Regression analysis and conditions for the application of regression analysis (multicollinearity, homoskedasticity, etc.) and overall validation of regression models.
7. Hierarchical regression analysis creation of hierarchical regression models.
8. Structural modeling.
9. Mediation as an extension of regression analysis and its calculations.
10. Moderation as an extension of regression analysis and its calculations.
11. Exploratory factor analysis (EFA).
12. Confirmatory factor analysis (CFA).
13. Meta-analysis.

Support literature:

Basic literature:

1. FIELD, Andy. Discovering statistics using IBM SPSS statistics. Thousand Oaks : SAGE, 2013. 952 strán. ISBN 9781446249178.

2. PERVEZ, Ghauri – GRØNHAUG, Kjell – STRANGE, Roger. Research methods in business studies. Cambridge : Cambridge University Press, 2020. 300 s. ISBN 978-1108708241.
3. ADAMS, John - HAFIZ TA, Khan – RAESIDE, Robert. Research methods for business and social science students. India : SAGE Publications, 2014. 304 s. ISBN 978-8132113669.

Supplementary literature:

1. BOWERMAN, Bruce. Business Statistics in Practice: Using Data, Modeling, and Analytics. New York : McGraw-Hill Higher Education, 2016. 912 s. ISBN 978-1259549465.
2. MOORE, David et al. The practice of statistics for business and economics. New York : WH Freeman, 2016. 767 s. ISBN 978-1319109004.

Syllabus:

Thematic definition of lectures:

1. The importance of data and analysis for the creation of information and subsequent knowledge as a basis for quality decision-making and for the success of the company. Creation of information from data and subsequent knowledge from information and modern management based on data analysis. Transforming ideas into a research problem.
2. Scientific theory and applicable practical significance of theory. Research categorization: exploratory research, descriptive research, causal research. Summaries of research outputs as a systematic review study and meta-analysis. Experimental, quasi-experimental and correlation design of research, design of case studies. Action - based research. Research plan. Experimental design.
3. Population, sample, probability, sampling, probability distribution. Basic types of sampling and the differences between them: random sampling, deliberate sampling, snowball sampling, quota, proportional, and stratified sampling. Data distribution. Central limit theorem. Selection error, systematic error. Probability of occurrence of phenomena and its distribution.
4. Creating new specialized questionnaires and other measuring tools according to scientific principles and using existing ones. Asking questions. Interview principles and possible biases. Group interviews and focus groups. In-depth interview. Telephone interview. Internet surveys. Qualitative research. Content analysis. Observation. Free associations. Determination of sample size. Pilot research. Construct, criterion, predictive, content, ecological validity. Objectivity at collection and objectivity of the measuring tool.
5. Presentation of practical recommendations and skills needed to search for data in scientific databases and professional databases. Internal and external data. Theoretical anchoring of the problem.
6. Assumptions and hypotheses created from them. Principles and logic in verifying the null hypothesis. Practical recommendations for creating and formulating hypotheses, common mistakes. Significance level in case of hypotheses.
7. Regression analysis: hierarchical and logistical, conditions for application, practical usage. Validation of regression analysis. Comparison of regression models.
8. Structural equation modeling (SEM). Explanation of the method.
9. Mediation as an extension of regression analysis. Explanation of basic principles of mediation. The difference between mediation and moderation. Graphic representation of mediation models. Direct, indirect and overall effect. Presentation and graphical interpretation of results.
10. Moderation as an extension of regression analysis. Choice of mediation or moderation according to theoretical and logical expectations and assumptions. Creation of independent moderation models and their combinations with mediation models. Model evaluation and model interpretation.
11. Reduction of the number of variables using exploratory factor analysis. Exploratory factor analysis (EFA). Factor identification process, factor loading, scree plot.
12. Confirmatory factor analysis (CFA). Verification of existing measuring instruments using confirmatory factor analysis.

13. The importance of systematic studies and meta-analyses as carriers of knowledge. Comparison of these types of studies. Advantages of meta-analysis over systematic study. Data preparation for meta-analysis.

Thematic definition of exercises:

1. Presentation of the installation of current versions of open source software used for statistical / data analysis (JAMOV, JASP and PSPP). Description and descriptive analysis of quantitative data. PivotTables, chi square distribution. Graphic display.

2. Data distribution. Shapiro-Wilk test, Kolmogorov Smirnov test, graphical presentation of data distribution. Bar graphs with confidence intervals, definition of the whole data set and determination of the examined sample. Investigation of phenomena in homogeneous and small data files and vice versa in large and heterogeneous data files. Suitable methods and their limits

3. Calculation of effect size by Cohen's d , Person's r for parametric and nonparametric tests.

Interpretation of effect size. Mutual conversion.

4. Probability of phenomena and its distribution. Practical calculation. Statistical versus material significance. Error α , error β .

5. Measurement of relationships between variables according to the type of variable (variations of relationships between types of variables: nominal with nominal, ordinal, interval, etc.) and according to the normality of data distribution. Relationships measured by the following methods (Cramer V , Lambda, Phi, Gamma, Eta, Spearman's ρ).

6. Regression analysis and conditions for the application of regression analysis (multicollinearity, homoskedasticity, etc.) and overall validation of regression models. Durbin-Watson test, Cook distances, residual graphs. Calculation of multicollinearity.

7. Hierarchical regression analysis creation of hierarchical regression models. The process of creating models and subsequent comparison of models according to specific parameters. Logistic regression analysis for: a) two outputs, b) n outputs, c) with ordinal output.

8. Structural modeling. Explanation of principles, creation of structural models, evaluation and comparison of models according to their parameters. Design and preparation of a structural model.

9. Mediation as an extension of regression analysis and its calculations. Graphic representation of mediation models. Direct, indirect and total effect, calculation and reporting. Presentation of results and graphical interpretation of results.

10. Moderation as an extension of regression analysis and its calculations. Choice of mediation or moderation according to theoretical and logical expectations and assumptions. Creation of combined mediation and moderation models. Model evaluation and model interpretation.

11. Exploratory factor analysis (EFA). Selection of method parameters based on theoretical assumptions. Selection of a suitable method of factor extraction. Possibilities of selection of rotation factors (Varimax, Quartimax, Promax, Oblimin, Simplimax) Bartlett's sphericity test, KMO test, scree plot.

12. Confirmatory factor analysis (CFA). Difference between EFA and CFA. Model parameters and their interpretation as: chi square test, comparative fit index (CFI), Tucker Lewis Index (TLI), Root mean square error of approximation (RMSEA), Akaike's Information Criterion (AIC).

13. Meta-analysis. Meta-analysis calculation and its interpretation. Meta-analysis based on correlation coefficients, means (differences in means) effect sizes. Presenting the results of meta-analysis.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 26

A	B	C	D	E	FX
88.46	11.54	0.0	0.0	0.0	0.0

Lecturer: Ing. Benita Beláňová, PhD., Ing. Matej Černý, PhD., Ing. Jana Filanová, PhD., doc. Ing. Anna Hamranová, PhD., doc. Ing. Mgr. Róbert Hanák, PhD., Ing. Anikó Törökóvá, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21023/21	Title of course: Developing management skills
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: 2.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21027/21-Management or KM FPM/MMB21015/21-Personnel Management	
Requirements to complete the course: 40 % continuous assessment (individual speech combined with presentation, team assignment combined with presentation), 60 % written examination	
Student workload: 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)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Gaining a complex overview of managerial skills now and in the future, taking into account intrapersonal skills (self-knowledge, self-awareness, stress management, creativity support or critical thinking) as well as interpersonal and group skills (teamwork, supportive and effective communication, building and managing relationships, conflict management, presentation skills and interviews in management, gaining power and influence). Competence: <ul style="list-style-type: none"> • effectively use of essential information from the field of managerial skills and skills of the future, understanding of individual areas of skills (intrapersonal, interpersonal and group) • critically evaluate the impact and effects of key managerial skills in everyday practice on the satisfaction and productivity of the individuals, as well as on the performance and stability of employees • characterize concepts and understand the nature and importance of managerial skills • master the possibilities of personally developing and developing selected area of skills • propose solutions and identify conclusions or recommendations on addressed topics related to key areas of development of key management skills • understand the societal and personal importance of the key skills development and their need for work practice and personal life Skill: <ul style="list-style-type: none"> • characterize the key skills of a present and future manager • acquire the skill of self-reflection in the field of self-awareness and self-knowledge • manage stress and understand stressful situations, build personal resilience 	

- skill of effective presentation, cultivate verbal expression and support communication
- manage effective conflict situations
- applying critical thinking in solving tasks related to case studies and seminar tasks
- developing social and cultural intelligence through the deepening of knowledge in the field of work in multicultural teams and the influence of culture on people management

Indicative content:

Thematic definition of lectures:

1. Management skills introduction
2. Self-recognition and personal branding
3. Self-awareness I.
4. Critical thinking
5. Stress management
6. Creative problem solving
7. Presentation skills
8. Gaining Power and influence
9. Motivating others
10. Conflict management
11. Empowering and delegating
12. Teamwork and building of effective teams
13. Building relationship by communicating supportively

Thematic definition of seminars:

1. Management skills introduction
2. Self-recognition and personal branding
3. Self-awareness - self-awareness assessment
4. Critical thinking
5. Stress management
6. Creative problem solving
7. Presentation skills
8. Gaining power and influence
9. Motivating others
10. Conflict management
11. Empowering and delegating
12. Teamwork and building of effective teams
13. Building relationship by communicating supportively

Support literature:

Basic literature:

1. WHETTON, David A. - CAMERON, Kim S. Developing Management Skills, 8th. Pearson Education: Prentice Hall. 2016. ISBN: 978-0-13-612100-8.
2. Harvard Business Review Manager's Handbook: The 17 Skills Leaders Need to Stand Out, ISBN: 1633691241, Harvard Business Review Press, 2017.

Supplementary literature:

1. THOMPSON, Carolyn B. Interviewing Techniques for Managers. McGraw-Hill., 2002. 236s. ISBN-10: 0071391312.
2. SARMILA, Sinha. An Expert Guide to Stress Management. Independently published, 2019. 128s. ISBN-13: 978-1688949478.
3. WEST, A. Michael. Effective Teamwork: Practical Lessons from Organizational Research (Psychology of Work and Organizations). Wiley-Blackwell, 2004. 312s. ISBN-10: 1405110570.
4. THOMPSON, Neil. Effective Communication: A Guide for the People Professions.. Palgrave, 2011. 272s. ISBN-10: 0230243509.

Syllabus:

Thematic definition of lectures:

1. Management skills introduction – critical role of management skills. Leadership vs. management. The importance of competent manager. Essential management skills. What are management skills? (Studies). Improving management skills. An approach to skills development.
2. Self-recognition and personal branding – Personality diagnostic tools. Tools of self-reflection and self-evaluation. Personal brand building, principles and tools of personal brand formation. External and internal diversity. Types of diversity in the workplace, diversity management, diversity concepts.
3. Self-awareness I. – assessing emotional intelligence, key dimensions of self-awareness, the enigma of self-awareness, understanding and appreciating individual differences, five core aspects of self-awareness: identifying cognitive style, attitudes towards change, values: cultural values dimensions, personal values, the core self-evaluation: the effects of core self-evaluation.
4. Critical thinking – definition, basic and importance of critical thinking, logical and critical thinking, attributes of critical thinking, techniques of critical thinking, action strategies in practice.
5. Stress management - stress management, time management, improving the management of stress and time, major elements of stress, managing stress, eliminating stressors, temporary stress-reduction techniques.
6. Creative problem solving – problem solving, creativity and innovation. Creative vs. analytical problem solving. Multiple approaches to creativity. Conceptual blocks. Conceptual blockbusting. Effective applying of problem-solving techniques. Fostering creativity in others.
7. Presentation skills - preparation and implementation of a meaningful and engaging presentation. Clear and convincing written expression. Leading a discussion, answering questions, responding to challenges. Principles of effective presentation. Stages of creating a presentation. The principle of form supports content. Modern presentation technologies, presentations without technology. Construction of written speech. Writing styles.
8. Gaining Power and influence – building a strong power base and using influence wisely. A balanced view of power (lack of power, abuse of power). Sources of personal power (expertise, attraction, effort, legitimacy). Sources of positional power. Influence strategies: the three “R”. Acting assertively.
9. Motivating others - increasing motivation and performance, diagnosing work performance problems, fostering a motivating work environment (relationship between satisfaction and performance), elements of effective motivation programs (establishing clear performance expectations, remove obstacles to performance, provide salient rewards, provide feedback).
10. Conflict management - interpersonal conflict management, diagnosing the type of interpersonal conflict (conflict focus, conflict source), approaches and strategies to select appropriate managing conflict style (two dimensional model of conflict behavior, collaborative problem solving)
11. Empowering and delegating – definition and theoretical background. A management dilemma involving empowerment. The meaning of empowerment. Historical background of empowerment. Dimensions of empowerment. The ways to develop empowerment. Practical suggestion to empowering others. Delegating work.
12. Teamwork and building of effective teams - developing teams and teamwork, the advantages of teams. Team development (forming, norming, storming, performing) and leading teams (ways to build a team leader credibility). Team membership. Team roles. Working in virtual team (pros and cons). Attributes of high-performing teams.

13. Building relationship by communicating supportively – building positive interpersonal relationship. The importance of effective communication. Supportive communication: definition attributes. Coaching and counseling. Principles of supporting communication. The personal management interview.

Thematic definition of seminars:

1. Management skills introduction – General info and course introduction. Exercise: teamwork – what are the core management skills of today and why? Personal assessment of management skills.

2. Self-recognition and personal branding: Personality testing, personality types. Exercise: Testing personality traits. Exercise: Testing personality typology. Exercise: Diagnostics of own managerial skills. Personal Ikigai model.

3. Self-awareness - self-awareness assessment. Cases involving self-awareness: Communist Prison Camp, Computerized Exam. Activities for developing self-awareness. Cognitive style indicator. Case study: Decisions dilemmas. Exercise for improving self-awareness. Activities for developing self-awareness.

4. Critical thinking - Practical application of selected strategies and techniques of critical thinking within tasks (printed reports and videos). Discussion: Is critical thinking important? Why do people trust hoaxes? How to validate resources and support critical thinking?

5. Stress management – stress management assessment, time management assessment, Cases involving stress management: The turn of the tide, The case of the missing time. Exercise for long-term and short-run stress management.

6. Creative problem solving – testing: How creative are you? Creative style assessment. Case study: Creativity at Apple. Exercises for applying conceptual blockbusting: Individual analytical problem solving vs. creative teamwork problem solving. Creative problem solving in practice: four problems/different approaches to solve.

7. Presentation skills - teamwork: oral presentation based on Zen presentation requirements, Pecha Kucha style of presentation. Practicing in online tools for effective presentation.

8. Gaining power and influence – cases involving power and influence: River Woods Plant Manager. Exercise for gaining power, exercise for using influence effectively, exercise for neutralizing unwanted influence attempts.

9. Motivating others – Case study involving motivating others: Electro Logic. Exercise for diagnosing work performance problems. Activities for motivating others: four activities and practical application.

10. Conflict management - Case study: Netflix and conflict management. Exercise for diagnosing conflict sources: Software Management Problems. Exercises for selecting appropriate conflict management strategy: Avocado computer, Phelps Inc. Activity for improving managing conflict skills (teamwork).

11. Empowering and delegating - case study involving empowerment and delegating: Minding the Store. Exercises for empowerment. Practical activities for empower and delegation: four activities and preparing action plan.

12. Teamwork and building of effective teams – case studies involving building effective teams: The cash register incident. Team diagnosis and team development exercise. Activities for building effective teams.

13. Building relationship by communicating supportively – case study: Find somebody else (focused on building positive relationship). Exercises for diagnosing communication problem: United Chemical Company, Active Listening Exercise.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 147

A	B	C	D	E	FX
57.14	24.49	12.93	4.08	1.36	0.0

Lecturer: Ing. Katarína Procházková, PhD., doc. Ing. Jana Blštáková, PhD.**Date of the latest change:** 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KIM FPM/ MMA21003/21	Title of course: Digital Innovation and Digital Transformation
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: 2.	
Degree of study: II.	
Prerequisites: KIM FPM/MMA21008/21-Information Technology Management or KIM FPM/MMA21006/21-Business Information System or KIM FPM/MMA21012/21-Business Informatics	
Requirements to complete the course: 20 % case studies, 20 % continuous written work, 60 % written examination	
Student workload: 78 h (attendance at seminars 26 h, preparation for seminars 13 h, preparation of seminar paper 20 h, preparation for examination 19 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of digital innovation and digital business transformation, recognizing the fundamental differences between these concepts and their meaning in relation to the products produced, the services provided, complex business transformation and changes in business models. Competence: <ul style="list-style-type: none"> • critically evaluate the digitalization of business processes, digital innovation and digital transformation being aware of the fundamental differences and their impact on existing business, • identify the potential in the development of information technology with an emphasis on disruptive changes impacting existing business models, • the ability to apply innovative changes in relation to the digitalization of selected areas increasing the competitiveness of the business. Skill: <ul style="list-style-type: none"> • understand digital technologies, • identify the potential of digital technologies in relation to business activities, • link innovations in the digital domain to business, business processes, products and services, • apply digital transformation strategies, • assess the maturity level of digital transformation by applying the selected maturity model. 	
Indicative content: Thematic definition of exercises: <ol style="list-style-type: none"> 1. Digital business and changing the business world through information technology. 2. Digital ecosystem. 3. Internet of Things (IoT). 4. Ambient Intelligence. 	

5. Blockchain.
6. Additive manufacturing.
7. Augmented reality technologies.
8. Strategic challenges in digital innovation.
9. Digital innovation, perspectives on digitalization, strategic challenges of digital innovation and transformation, harnessing the value of digitalization - untapped opportunities, digital platforms.
10. Digital transformation.
11. Applying digital transformation frameworks and data-driven decision making.
12. The digital transformation maturity model.
13. Challenges that a traditional company may face on the path to digital transformation.

Support literature:

Basic literature:

1. SIEBEL, Thomas M. Digital transformation: survive and thrive in an era of mass extinction. New York : RosettaBooks, 2019. 256 s. ISBN 1948122480.
2. HERBERT, Lindsay. Digital transformation: Build your organization's future for the innovation age. London : Bloomsbury Publishing, 2017. 264 s. ISBN 9781472940377.
3. NAMBISAN, Satish, et al. Handbook of digital innovation. Cheltenham : Edward Elgar Publishing, 2020. 320 s. ISBN 9781788119979.
4. GUPTA, Sunil. Driving Digital Strategy: A Guide to Reimagining Your Business Hardcover. Brighton : Harvard Business Review Press, 2018. 288 s. ISBN 163369268X.
5. GREENGARD, Samuel. The internet of things. Cambridge, Massachusetts : MIT Press, 2015. 210 s. ISBN 9780262527736.

Supplementary literature:

1. FISCHER, Marcus, et al. Strategy archetypes for digital transformation: Defining meta objectives using business process management. In: Information & Management 57.5. 2020: 103262.
2. BAIYERE, Abayomi, et al. Digital transformation and the new logics of business process management. In: European Journal of Information Systems 29.3. 2020: 238-259.
3. CORREANI, Alessia, et al. Implementing a digital strategy: Learning from the experience of three digital transformation projects. California Management Review 62.4. 2020: 37-56.
4. WESSEL, Lauri, et al. Unpacking the difference between digital transformation and IT-enabled organizational transformation. In: Journal of the Association for Information Systems 22.1. 2021.
5. XAVIER Olleros F. –†ZHEGU Majlinda. Research Handbook on Digital Transformations. Cheltenham : Edward Elgar Pub, 2016. 455 s. ISBN 9781784717759.

Syllabus:

Thematic definition of exercises:

1. Digital business and changing the business world through information technology. Digital innovation versus digitalisation. Examples of potential innovations and changes in business models. Business models as a tool for business model innovation.
2. Digital ecosystem. Technological developments leading to digital innovation. Selected technological trends affecting business models.
3. Internet of Things (IoT) - IoT technology, IoT components, IoT and IIoT application areas, IoT solutions for monitoring manufacturing equipment, IoT concept of product quality control based on condition monitoring, IoT concept of industrial asset inspection, predictive maintenance and condition monitoring of manufacturing equipment, IoT and IIoT requirements, IoT benefits to the enterprise, and barriers to IoT and IIoT implementation.
4. Ambient Intelligence - Ambient intelligence, intelligent pervasive technologies, background of AmI, areas of interest of AmI, characteristics and elements of AmI, AmI platforms, AmI

scenarios, achieved effects of integrating innovative technologies into business processes, barriers to integrating innovative technologies, and building AmI. Creating an ambient ecosystem of the enterprise.

5. Blockchain - distributed decentralized database, blockchain principle, public and private blockchain, transactions, mining companies, decentralization, cryptography, blockchain application areas, blockchain security, risks and benefits of blockchain, digital currencies - platforms, properties, acquisition, payment and sale of cryptocurrency, cryptocurrency regulation, legislation and cryptocurrency.

6. Additive manufacturing - additive technologies, benefits and risks of additive manufacturing for the enterprise, types of additive technologies (FDM, SLA, SLS, PolyJet), areas of application of additive manufacturing, patents and additive manufacturing, rights and obligations of patent holders, policy impact of additive manufacturing on the industry.

7. Augmented reality technologies - definition of augmented reality, properties of augmented reality systems, Milgram's Reality-Virtuality continuum, application areas of augmented reality.

8. Strategic challenges in digital innovation. Integration of new digital technologies into business processes - case study, project on the use of IoT in predictive maintenance of production.

Baseline analysis, requirements, enterprise resource analysis, data analysis, system architecture, technology implementation.

9. Digital innovation, perspectives on digitalization, strategic challenges of digital innovation and transformation, harnessing the value of digitalization - untapped opportunities, digital platforms.

10. Digital transformation. Digital transformation strategy. Stakeholders and their role in the development of digital transformation strategy and in the transformation process itself. Phases and stages of digital transformation.

11. Applying digital transformation frameworks and data-driven decision making. Principles of digital business strategy. Elements of digital transformation according to MIT Sloan. Cognitive framework for digital transformation.

12. The digital transformation maturity model. Critical factors and reasons for failure of digital transformation projects. Employee training in digital transformation.

13. Challenges that a traditional company may face on the path to digital transformation.

Presentation of a comprehensive digital transformation project (plan) of the selected company.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 26

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

Lecturer: doc. Ing. Anita Romanová, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21024/21	Title of course: Employee Development and Career 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: 5	
Recommended semester/trimester of study: 3.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21015/21-Personnel Management	
Requirements to complete the course: 40 % continuous written work, 60 % combined examination	
Student workload: 130 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars and preparation of seminar paper 34 h, preparation for credit paper 20 h, preparation for exam 24 h)	
Teaching results: Knowledge: A comprehensive view of employee development needs to meet current and future business objectives. Elaboration of the possibilities of employees' careers, which are conditioned by the evaluation of employee development potential, where the employee's personality, prerequisites and conditions of his/her further development, the influence of educational, counselling and socio-andragogical action are essential. The basic task of the company is to ensure a continuous systemic process of employee education, based on the conclusions and principles of international and European institutions. Perfect knowledge of the individual stages of the systemic approach to education will enable employees to develop and manage their careers in accordance with the company's development objectives in the current conditions of economic and social development. Competence: <ul style="list-style-type: none"> • harmonise the various groups in the company involved in the preparation and implementation of employee development activities; • effectively use the information from the enterprise planning system to determine the objectives of employee development and its content; • to organise the decision-making process in the selection of suppliers of training activities for the enterprise, taking into account also the career planning of employees; • to ensure the implementation side of training and employee development, to critically evaluate the applicability of individual forms and to increase the dynamics of the training process by making the right decision on the choice of training methods; • monitor the results of training and evaluate the results of training in terms of benefits and return on investment in the enterprise. Skill:	

- Conduct an educational needs analysis, apply different types of data collection methods of analysis, evaluate the data collected;
- identify learning needs based on the results of the analysis using specific methods;
- interpret the specificities of the target groups in corporate training and create target groups for the training (e.g. taking into account the age of trainees, the profession, the job position/function, the organisational structure, taking into account career plans and the elaborated succession system, etc.);
- draw up a career plan, in line with the individual performance, education and development plan;
- draw up a training project following the required structure of training projects in continuing professional enterprise education.

Indicative content:

Thematic definition of lectures:

1. Human resources in the company and employee development opportunities
2. Employee professional training, the teaching process and the didactic cycle in further education
3. Educational needs of employees and how they differ in relation to the performance of work activities
4. Analysis and identification of educational needs - the basis of the training system in the company
5. Planning and designing further professional education
6. Forms of education, their characteristics, division and importance in the education process
7. Methods of education and their application in the process of education implementation
8. Andragogical diagnostics and evaluation of education
9. Knowledge, its nature and meaning - needs and opportunities for development in the enterprise
10. Education market, education actors and marketing activities of educational institutions
11. Career guidance, training and career development roles
12. Career and its starting points
13. Career management

Thematic definition of exercises:

1. Introductory seminar on the interpretation of basic concepts and contexts in the field of education and careers, organisation of seminars, conditions for the award of credit
2. Vocational education, its role and importance in lifelong learning and careers
3. Educational needs of employees and further training in the enterprise
4. A systems approach to education and identification of educational needs
5. Planning and designing further education
6. Forms of education – and their practical application in the enterprise
7. Methods of education, their characteristics and classification
8. Diagnostics and evaluation in adult education in corporate education
9. Knowledge in the enterprise, action learning: its essence, meaning and modifications
10. Education market, education actors and marketing activities of educational institutions
11. The roles and importance of career guidance
12. Career and its starting points
13. Career management

Support literature:

Basic literature:

1. KNOWLES S. Malcom - HOLTON III F. Elwood - SWANSON, A. Richard. Lebenslanges Lernen. Andragogik und Erwachsenenbildung. 6. vydanie. München : Spektrum Akademischer Verlag / Elsevier GmbH, 2007. 341 s. ISBN-13:978-3-8274-1699-5.

Supplementary literature:

1. CARRETERO, Sonia - VUORIKARI, Riina - PUNIE, Yves. The Digital Competence Framework for Citizens. 4. rozš. vyd. Luxembursko : Publications Office of the European Union, 2017, 48 s. ISBN 978-92-79-68006-9, doi:10.2760/159770, JRC107466.
2. FERRARI, Anusca. Digital Competence in Practice: An Analysis of Frameworks. 1.vyd. Luxembursko : Publications Office of the European Union, 2012, 95 s. ISBN 978-92-79-25093-4 (pdf), ISSN 1831#9424 (online) doi:10.2791/82116.
3. WEBB, Sue at. al. Conceptualising lifelong learning for sustainable development and education 2030. In International Journal of Lifelong Education, volume 38, issue 3, Pp. 237-240, Routledge Taylor & Francis Group. Melbourne : 2019. Print ISSN: 0260-1370 Online ISSN: 1464-519 X, <https://doi.org/10.1080/02601370.2019.1635353>.
4. MAINARDES, Jefferson - STREMELOVA, Silvana. Education Policy Research: Epistemological and Theoretical Issues. 1.vydanie. Curitiba : Brazil Publishing, 2020. 270 s. ISBN 978-65-86854-44-21.
5. MAINARDES, Jefferson - TELLO, César. Research on the field of education policy: Exploring different levels of approach and abstraction. In Education Policy Analysis Archives, 24 (75), Tempe : Arizona State University, 2016. <http://dx.doi.org/10.14507/epaa.24.2331>, ISSN 1068-2341.
6. TAHA, Ali Viktória - TEJ, Juraj - SIRKOVÁ, Michaela. Creative methods in management education from student's perspective. In Journal of Management and Business: Research and Practice. Prešov : Prešovská Univerzita v Prešove, 2015, roč. 4, č. 1, s. 21-29. ISSN 1338-0494.

Syllabus:

Thematic definition of lectures:

1. Human resources in the company and employee development opportunities

The role of further education as a factor of increasing the dynamics of human resources in the enterprise. Socially determined demands for further professional education in the context of implemented structural changes and informatization of society. Labour mobility – occupational and geographical mobility and implications for training needs. Working careers and the role of education in the era of digitisation. The shaping of the European Learning Area, its impact on innovative and inclusive education. Employee development in the enterprise, the importance of educational, counselling and socio-andragogical action. Andragogy as a scientific discipline and practice of further education, subsystems of andragogy.

2. Employee professional training, the teaching process and the didactic cycle in further education

Further education and basic orientation directions of continuing professional education in the enterprise. Adult vocational education and its structure. Employee training, broken down into adaptation training, further qualification training (aimed at professional growth and development of qualifications acquired to date, i.e. innovative training and qualification renewal), broadening and deepening of qualifications and retraining (retraining). Principles of adult continuing vocational education. The didactic cycle in further education. Andragogy and curriculum development in adult education in corporate education.

3. Educational needs of employees and how they differ in relation to the performance of work activities

Basic concepts (characteristics of work activity, employment in the sense of Act 5/2004 and its amendment on Employment Services. ISCO - International Standard Classification of Occupations (National Classification of Occupations for the Slovak Republic SK ISCO - 08 (2012). Occupational characteristics and occupational standards and educational needs. Creation of occupational standards - historical background. Integrated system of type positions. National system of occupations. Internet guide to the labour market. Orientation of education to groups of employees (categories of employees), according to the basic content of the activities they perform. The impact of training on the success of the employing entity in the market.

4. Analysis and identification of educational needs - the basis of the training system in the company

Systemic approach in continuing professional education in the enterprise. Analysis and identification of educational needs - the first stage of the system approach in education and its preparation. Characteristics and essence of the three-level analysis of educational needs: organizational level of analysis, group needs (for departments teams, functions, professions), individual needs (for individual employees). This is an analysis of the employer entity, an analysis of jobs and work activities, an analysis of employee work performance and work tasks. Methods and techniques applied at different levels (enterprise, group, individual) to obtain data for educational needs analysis. Principles applied in the collection of data and their use for the identification of educational needs.

5. Planning and designing further professional education

Introduction and characteristics of the different elements of planning and designing learning. Participants in further education and identification of target groups in continuing professional enterprise education, their characteristics and learning needs. Determination of training objectives and preparation of training content, selection of lecturers and organisation of training. Design of the training event and its structure. Training objectives and criteria for their determination. Basic andragogical documents and their content: curricula, educational programme, thematic plans. Costs of training broken down into: costs per trainee and costs per training programme.

6. Forms of education, their characteristics, division and importance in the education process
Forms of education and their characteristics. The nature and importance of forms of education in the implementation of education. Definition of the way of organising training in relation to the number of participants, the place of the training, the time limit, and the way of organising the activities of the trainer and the trainees. Classification of forms of learning according to the way in which the activities of the learner and the participants are organised: managed forms of learning, open forms of learning, individualised learning, cooperative learning, and participatory learning. Application of modern information and communication technologies in managed forms of education. E-learning education - promotion of unrestricted access to information and the possibility of continuous learning. The importance and application of distance learning, evaluation of its course and specifics.

7. Methods of education and their application in the process of education implementation

Characteristics of educational methods and factors of their application in the process of education. Basic breakdown of educational methods. Definition of training methods in terms of the interaction between the lecturer and the trainee: traditional (monological methods) and active methods – dialogue teaching methods, situational methods, methods developing skills and consolidating knowledge and practical methods. Selection of training methods in terms of the effectiveness of the educational process in relation to the achievement of the educational objectives. Choice of training methods and promotion of trainees' motivation.

8. Andragogical diagnostics and evaluation of education

Characteristics of andragogical diagnostics as a scientific sub-discipline and practice of detecting, recognizing, assessing, characterizing, and evaluating the level of personal development, especially educational development of an adult. Methods of diagnosis in adult education. Evaluation of education and its characteristics. Models of educational assessment. Goal-based assessment. Levels of educational assessment. The impact of training on the behaviour and actions of trainees in the performance of work. Evaluation of the return on investment in training in the enterprise. The second group of models focuses on evaluation models based on a systems approach. The systems approach to training evaluation makes one think about enterprise learning in the context of the different phases of training.

9. Knowledge, its nature and meaning - needs and opportunities for development in the enterprise

Knowledge and its importance in business practice, transformation of personal knowledge into business knowledge. Classification of knowledge into explicit and implicit. Development of explicit and implicit knowledge in vertical, horizontal and diagonal communication. Characteristics of the basic levels of knowledge from knowledge to creative action. Idea management, total quality management (TQM), total maintenance management (TMM) and other techniques for effective productivity improvement. Working with knowledge, teamwork and its importance in knowledge development. Innovation, extension and deepening of knowledge. Barriers to knowledge development. Building a learning organisation, conditions and possibilities of implementing knowledge management.

10. Education market, education actors and marketing activities of educational institutions

The composition of the educational institutions constituting the adult education market.

Cooperation between enterprises and educational institutions in the preparation of educational activities. Application of marketing in educational services, its evaluation or critical evaluation from the point of view of the client - enterprise. Marketing research of educational institutions, types of marketing research. Marketing activities in the creation of educational products and their offer on the educational market. Marketing mix in the educational sphere from 4P marketing mix to 7P marketing mix. Marketing communication and target groups in education. Communication mix tools – advertising, sales promotion, personal selling, direct marketing, public relations. Educational marketing and its application today. Selection of suppliers of educational activities for the enterprise.

11. Career guidance, training and career development roles

The nature and meaning of counselling, types of counselling: educational counselling, psychological counselling, socio-andragogical counselling, information counselling, vocational counselling, career counselling. Historical development of counselling. Concepts of lifelong learning and lifelong counselling. Professional and legislative background and institutional support for counselling. Basic departments of counselling service provision: Career counselling in the Department of Education. Career counselling in employment services. Career counselling in the private sector. Career counselling in the non-profit sector. Counselling provided by employers. Qualification requirements for a counsellor profile.

12. Career and its starting points

Characteristics of careers, sociological and psychological perceptions of careers. Social mobility and career. Job mobility - change of occupation, workplace, job positions. The internal aspect of the individual's perception of his/her career and the development of personal capabilities of the individual. Stages of career development. Personal potential, personality and its determining factors. Types of personality according to Holland - Holland's hexagon. Personal career planning, career aspirations and personal conditions for their achievement. Career decision making, preferences in career value systems. Career anchor and motivational aspects in career. Sources of personal success, career paths, personal career models.

13. Career management

Career management and the role of businesses in managing employees' careers. The essence of career management i.e. an organisation efforts, in line with its goals, vision and mission, to enable employees to develop their own potential. Career management policy as a starting point for career management. Career movement and job change. Career dynamics - Schein's, Jennings' system of career movement assessment. Basic lines of career development: professional, managerial and project. Career planning in the enterprise - the process of creating a career plan, participation of managers in the creation of the plan. Key employees in the enterprise, talent management and talent management tools. Career management policy decision issues, career map development.

Thematic definition of exercises:

1. Introductory seminar on the interpretation of basic concepts and contexts in the field of education and careers, organisation of seminars, conditions for the award of credit

Characteristics of the basic concepts: adult education, further education, vocational education, lifelong learning, lifelong learning. Education in the information society and its importance in working life. National and international activities providing lifelong learning for the needs of employees and their career development. Institutional provision of education. Preparation and organisation of seminars:

- Preparation of students for independent individual work.

- Preparation for team work in seminars. Team formation, identification of team leader, teamwork procedures for training project.

2. Vocational education, its role and importance in lifelong learning and careers

Objective and subjective aspects of career mobility - External and internal mobility and careers.

Management of education in the enterprise, characteristics of education as an emotional, cognitive training and information-communication process. Characteristics of purposeful learning activities according to UNESCO and their application in corporate practice. Products of education: knowledge, skills, abilities, competences and attitudes. Approaches to education - didactic, Socratic, facilitative, and their implications for learning outcomes. Discussion of current issues and trends in enterprise learning. The different components of adult vocational education.

3. Educational needs of employees and further training in the enterprise

Qualification and retraining of employees and its focus. Andragogy and its use in the practice of education in the enterprise, subsystems of andragogy, andragogical disciplines. Demands of work activities - Integrated system of type positions, National system of occupations and training needs. Internet guide to the labour market, characteristics of Internet portals providing information on individual occupations and the demands placed on their performance.

The first stage of the team project aimed at acquiring practical skills and consolidating the knowledge acquired so far.

4. A systems approach to education and identification of educational needs

Enterprise approaches to corporate learning. Systemic approach in corporate education its essence and meaning. Identification of training needs - the first stage of the systemic approach. The starting point of identification of educational needs - analysis of educational needs. Sources for training needs analysis: information commonly available in the employer's entity; purposefully obtained information by means of specific methods, which ascertain specific required data. The essence of the three-level educational needs analysis: organisational level of analysis, task and task performance ('KSA' level), knowledge-skill-ability, personal level of analysis.

The second stage of the team project aimed at acquiring practical skills and consolidating the knowledge acquired so far within the scope of the curriculum covered.

5. Planning and designing further education

Characteristics of the theoretical basis of educational planning and preparation of educational projects. Partial parts of a training project. Determination of the target group of training in the selected enterprise, the system of forming target groups, determination of training objectives broken down into cognitive, affective and psychomotor. Criteria for setting objectives: specificity of objectives, appropriateness of objectives, controllability of objectives and consistency of objectives. Preparation of educational content and the creation of basic andragogical documents: curricula, curriculum, thematic plans. Costs of training broken down into: costs per trainee and costs per training programme.

The third stage of the team project aimed at acquiring practical skills and consolidating the knowledge acquired so far, within the scope of the curriculum covered.

6. Forms of education – and their practical application in the enterprise

Definition and characteristics of forms of training, their classification in relation to the number of participants, to the place of venue, to the time limit. Classification of forms of education

according to the way of organisation of the activity of the trainer and trainees: managed forms of education (full-time study, correspondence education, distance education, hybrid form of distance education), open forms of education, individualised education, cooperative education, participative education.

The fourth stage of the team project aimed at acquiring practical skills and consolidating the knowledge acquired so far within the scope of the curriculum covered.

Discussion on the application of different forms of learning in continuing professional education in the enterprise. E-learning education its possibilities and applicability in continuing professional education in the enterprise. Preparation and implementation of off-line and on-line e-learning in continuing adult education. Synchronous and asynchronous version of online e-learning in enterprise education.

7. Methods of education, their characteristics and classification

Methods of education, their characteristics and basic breakdown (traditional and active methods of education). Traditional (monological) methods of education. Active methods of education - dialogic teaching methods focused on the individual and applied in small and large groups. Situational methods i.e. complex problem-solving methods (suitable for team learning), skill-developing and knowledge-strengthening methods. Practical methods focused on work-based learning - targeted teaching / mentoring, job change - job rotation, transfer of specific responsibilities, participation in project teams.

Fifth stage of the team project aimed at acquiring practical skills and consolidating the knowledge acquired so far within the scope of the curriculum covered.

Discussion on the suitability of the application of individual methods in further corporate training, the possibility of implementing selected methods in education.

8. Diagnostics and evaluation in adult education in corporate education

Application of andragogical diagnostics in the fields of: adult education, vocational, professional and interest education of adults; but also personnel management (management and development of human resources); educational counselling; social-educational work and socio-andragogical counselling. Implementation of diagnostics in adult education and characteristics of diagnostics as a process. Methods of diagnosis in adult education and their benefits, pitfalls - discussion.

Evaluation of corporate education - the final stage of the systemic approach of education implementation. Formation of methodology and determination of criteria for the application of the system of evaluation of corporate education using models of evaluation of education based on the systems approach.

The sixth stage of the team project aimed at the acquisition of practical skills and consolidation of the knowledge acquired so far in the scope of the curriculum covered.

Preparation for the presentation of the results of the work of the individual teams at the seminars.

9. Knowledge in the enterprise, action learning: its essence, meaning and modifications

Knowledge in the enterprise. Classification of knowledge into explicit and implicit.

Communication tools applied in explicit and implicit knowledge development in vertical, horizontal and diagonal communication in the enterprise (practical use of the parliamentary dialogue method of education).

Development of specific knowledge in the enterprise through action learning. The essence of team learning, characteristics of team learning. Application of methods in team learning and their practical implementation. Practices used to create an appropriate environment for the creation, dissemination and use of knowledge in the enterprise. The learning organisation, its nature and meaning and knowledge management (practical application of the learning method: chain discussion).

10. Education market, education actors and marketing activities of educational institutions

Analysis of the education market and characteristics of the institutions constituting the education market. Cooperation between employers and educational institutions as a crucial part of continuing professional education in the enterprise.

Discussion on marketing activities applied in educational institutions:

- Characteristics of educational service from the marketing point of view,
- marketing mix of its components,
- the choice of the communication mix,
- conditions and possibilities of applying internet communication (analyse the possibilities of using Facebook promotion, paid advertising on Instagram, communication on LinkedIn, etc.).
- Marketing monitoring in an educational institution, marketing research and its implementation.

Selection of a supplier of educational services for the enterprise (evaluation and assessment of the offer). Use of the dialog method of training: panel discussion.

11. The roles and importance of career guidance

Origins of counselling, historical background of counselling. Concepts of lifelong learning and lifelong counselling, professional and legislative background and institutional support for counselling. Basic departments of counselling service provision: Career counselling in the education department. Career counselling in employment services. Career counselling in the private sector. Career counselling in the non-profit sector. Counselling provided by employers. Qualification requirements for a counsellor profile.

Modular distance learning of career counsellors for European mobility - pilot project of the State Institute of Vocational Training - analysis of individual training modules. Comparison of approaches in the training of career counsellors in selected countries and suggestions for supplementation and improvement (application of the syndicate method in education).

12. Career and its starting points

Job mobility in the knowledge-based society. Characteristics of labour mobility and its consequences. Phases of career development. Personal potential, personality and its determining factors. Internal aspect of individual's perception of career and development of individual's abilities, elaboration of SWOT analysis. Personal career planning, career aspirations and personal conditions for their achievement. Career decision making, preferences in career value systems. Career anchor and motivational aspects in career. Sources of personal success, career paths, personal career models and education.

13. Career management

Career management and career management policy. Career movement and career dynamics - Schein, Jennings career movement assessment system. Basic career development lines: professional, managerial and project. Career planning in the enterprise - the process of creating a career plan. Participation of subjects in career development. Key employees in the enterprise, talent management and talent management tools.

The seventh stage of the team project aimed at acquiring practical skills and consolidating the knowledge acquired so far within the scope of the curriculum covered. Creation of a career plan. Completion of the workshops, final summary of the learning and mid-term evaluation.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 91

A	B	C	D	E	FX
15.38	21.98	26.37	30.77	5.49	0.0

Lecturer: doc. Ing. Marta Matulčíková, PhD.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/ MVPE22902/22	Title of course: Entrepreneurial Skills Course
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: 2	
Recommended semester/trimester of study: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: 40 % written assignments, 60 % combined test, presentation	
Student workload: 104 hours (participation in seminars 26 h, preparation for seminars 14 h, preparation for interim evaluation and case studies 32 h, preparation for exam 32 h)	
Teaching results: Knowledge: <ul style="list-style-type: none">• Acquisition of theoretical and practical knowledge of the establishment and operation of own enterprise. Deepening knowledge in marketing, taxes, finance and legislation. Learning from the practical experience of lecturers. Competence: <ul style="list-style-type: none">• Orientation in the legislative environment of the Slovak Republic in the field of business. Acquisition of competence in the tax field.• Competencies to prepare a marketing plan and conduct market research.• Use creativity to start your own business. Skill: <ul style="list-style-type: none">• Setting up your own business.• Preparation of the founding budget and cash flow plan to start a business and overcome the smooth phase of the business.• Skills in business protocol and business etiquette.	
Indicative content: <ol style="list-style-type: none">1. Business skills2. Preparation of the business plan3. Specific legal skills4. Financial skills5. Founding budget and cash flow plan6. Forms of business finance7. Accounting skills8. Business insurance skills9. Marketing skills	

10. Business protocol
11. Business etiquette
12. Communication skills
13. Presentation, discussion

Support literature:

Basic literature:

1. MAJDÚCHOVÁ, Helena - NEUMANNOVÁ, Anna. Podnik a podnikanie. Bratislava : Sprint2, 2014. 214 s. ISBN 978-80-8971-004-1.
2. KOTLER, Philip - KELLER, Kevin L. 2017. Marketing management. 2017. ISBN 978-0-13-385646-0.
3. MAJTÁN, Štefan a kol.: Odbytová stratégia. Bratislava : Vydavateľstvo Sprint2, 2013. 280 s. ISBN 978-80-89393-92-3.
4. MARCUS, Alfred A – HARGRAVE, Timothy J. Managing Business Ethics: Making Ethical Decisions. London : SAGE Publications, 2020. 448 s. ISBN 978-1-50638-859-5.

Supplementary literature:

1. MAJDÚCHOVÁ, Helena – RYBÁROVÁ, Daniela. Podnikové hospodárstvo pre manažérov. Bratislava : Wolters Kluwer, 2018. 272 s. ISBN 9788057100355.

Syllabus:

1. Business skills
2. Preparation of the business plan
3. Specific legal skills
4. Financial skills
5. Founding budget and cash flow plan
6. Forms of business finance
7. Accounting skills
8. Business insurance skills
9. Marketing skills
10. Business protocol
11. Business etiquette
12. Communication skills
13. Presentation, discussion

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 18

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

Lecturer:

Date of the latest change: 22.05.2022

Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person

responsible for the delivery, development and quality of the study programme doc. Ing. Mgr.
Róbert Hanák, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21016/21	Title of course: Entrepreneurship
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: 4.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21025/21-Strategic management	
Requirements to complete the course: 10 % exercise activity, 30 % seminar work, 60 % written exam	
Student workload: 78 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars and elaboration of seminar work 26 h)	
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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 73

A	B	C	D	E	FX
23.29	36.99	38.36	1.37	0.0	0.0

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

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava									
Faculty: Faculty of Business Management									
Course code: KM FPM/ MMB21501/22		Title of course: Final Thesis and its Defence							
Type, load and method of teaching activities: Form of course: Recommended load of course (number of lessons): Per week: Per course: Method of study: present									
Number of credits: 10									
Recommended semester/trimester of study:									
Degree of study: II.									
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: 150									
A	B	C	D	E	FX	NO	NOd	O	Od
29.33	32.67	25.33	9.33	3.33	0.0	0.0	0.0	0.0	0.0
Lecturer:									
Date of the latest change: 15.08.2022									
Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.									

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21047/21	Title of course: Final Work Seminar 1
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: 2	
Recommended semester/trimester of study: 3.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: Independent work, written project final work, credit	
Student workload: 52 hours; Participation in seminars 26 hours; Processing of sub-tasks commissioned by the head of the final work 26 hours	
Teaching results: Graduate of the course Seminar for the final thesis 1 will be able to: <ul style="list-style-type: none">• on the basis of publicly available information sources, carry out – gathering, sorting and analysing, interpreting and commenting on basic theoretical knowledge necessary for the processing of searches into the thesis;• create, content, research work, capturing essential information on the problem addressed (defined in the final paper), comparing current scientific and professional knowledge;• formally draw up the text in accordance with the final work processing standards for the qualification level 2 of the study;• identify a research problem and formulate a research issue;• methodologically, by defining the main and sub-targets, to define a sequence of solutions to a given problem.	
Indicative content: <ol style="list-style-type: none">1. Identification, collection and sorting of available information sources – professional literature, Internet resources, research studies, qualification work of similar focus.2. Summarisation of knowledge, selection of supporting arguments, deriving further analytical steps.3. Elaboration of the content structure (chapter breakdown) of the thesis.4. Formulation of the research issue/research problem.5. Deriving the main and sub-targets of the diploma thesis.6. Preparation of starting points of the diploma thesis methodology.	
Support literature: <ol style="list-style-type: none">1. Internal Directive on final, rigorous and habilitative works, including all annexes.(https://euba.sk/student/zaverecne-prace).	

<p>2. Guideline to the dean on the processing and submission of the final work(https://fpm.euba.sk/verejnost/aktuality-novinky).</p> <p>3. List of literature used (created in cooperation with the Labour Manager).</p>					
<p>Syllabus:</p> <ol style="list-style-type: none"> 1. Identification, collection and sorting of available information sources – professional literature, Internet resources, research studies, qualification work of similar focus. 2. Summarisation of knowledge, selection of supporting arguments, deriving further analytical steps. 3. Elaboration of the content structure (chapter breakdown) of the thesis. 4. Formulation of the research issue/research problem. 5. Deriving the main and sub-targets of the diploma thesis. 6. Preparation of starting points of the diploma thesis methodology. 					
<p>Language whose command is required to complete the course: Slovak</p>					
<p>Notes:</p>					
<p>Assessment of courses Total number of evaluated students: 296</p> <table border="1"> <thead> <tr> <th>NZ</th> <th>Z</th> </tr> </thead> <tbody> <tr> <td>3.04</td> <td>96.96</td> </tr> </tbody> </table>		NZ	Z	3.04	96.96
NZ	Z				
3.04	96.96				
<p>Lecturer:</p>					
<p>Date of the latest change: 02.02.2022</p>					
<p>Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.</p>					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21048/21	Title of course: Final Work Seminar 2
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: 2	
Recommended semester/trimester of study: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: Independent work, written project final work, credit	
Student workload: 52 hours; participation in seminars 26 hours; processing of sub-tasks commissioned by the head of the final work 26 hours	
Teaching results: Graduate of the course Seminar for the final thesis 2 will be able to: <ul style="list-style-type: none"> • develop the methodological procedure for processing the analytical part of the thesis – identification of methods, processing of workflows; • summarise the background information to the investigative object; • carry out research work aimed at finding a solution to a defined problem; • confront knowledge from research with the results of research work and discuss the results achieved; • formulate recommendations as a result of own research work. 	
Indicative content: <ol style="list-style-type: none"> 1. Re-creation of the main objective and completion of sub-targets of the project final work. 2. Characteristics of the subject of the investigation and definition of the workflow. 3. Summary of basic methods of scientific work and identification of their use in specific parts of the project final work. 4. Processing of the analytical part of the work and deriving critical results. 5. Discussion of knowledge and results of work in order to derive recommendations. 6. A summary of the substantive conclusions of the final work project and demonstrating the achievement of the stated objectives. 	
Support literature: <ol style="list-style-type: none"> 1. Internal Directive on final, rigorous and habilitative works, including all annexes.(https://euba.sk/student/zaverecne-prace). 2. Guideline to the dean on the processing and submission of the final work(https://fpm.euba.sk/verejnost/aktuality-novinky). 3. List of literature used (updated in cooperation with the work manager). 	

Syllabus:

1. Re-creation of the main objective and completion of sub-targets of the project final work.
2. Characteristics of the subject of the investigation and definition of the workflow.
3. Summary of basic methods of scientific work and identification of their use in specific parts of the project final work.
4. Processing of the analytical part of the work and deriving critical results.
5. Discussion of knowledge and results of work in order to derive recommendations.
6. A summary of the substantive conclusions of the final work project and demonstrating the achievement of the stated objectives.

Language whose command is required to complete the course:

Slovak

Notes:**Assessment of courses**

Total number of evaluated students: 154

NZ	Z
2.6	97.4

Lecturer:**Date of the latest change:** 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/MME21005/21	Title of course: Financial Analysis and Financial Planning
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: 2.	
Degree of study: II.	
Prerequisites: KPF FPM/MME21011/21-Financial Management or KPF FPM/MME21015/21-Corporate Finance	
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 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)	
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:

Basic literature:

1. HYRÁNEK, Eduard - NAGY, Ladislav. Finančné plánovanie. Bratislava : Vydavateľstvo EKONÓM, 2015. 201 s. ISBN 978-80-225-4171-8.
2. KRÁĽOVIČ, Jozef. Finančné plánovanie podniku. 1. vyd. Bratislava : Vydavateľstvo Sprint dva, 2010. 208 s. ISBN 978-80-893-9320-6.
3. FARKAŠ, Richard. Účtovná závierka obchodných spoločností. 1. vydanie. Bratislava : Wolters Kluwer, 2020. 1224 s. ISBN 978-80-571-0247-2.

4. ZALAI, Karol a kol., Finančno-ekonomická analýza podniku. 9. prepracované vydanie. Bratislava : Sprint dva 2016. 482 s. ISBN 978-80-897-1022-5.
5. BREALEY, Richard, MYERS Stewart, ALLEN, Franklin. Teorie a praxe firemních financí. Praha : Vydavatelství Bizbooks, 2014. 1072 s. ISBN 978-80-265-0028-5.

Supplementary literature:

1. LEVY, Haim - SARNAT, Marshall. Kapitálové investice a finanční rozhodování. Praha : Grada Publishing, 1999. 924 s. ISBN 978-80-716-9504-1.
2. ŠLOSÁROVÁ, Anna. Prehľad peňažných tokov. Bratislava : Wolters Kluwer. 2011. 216 s. ISBN 978-80-807-8381-5.
3. ČERVENÝ, Radim - FICBAUER, Jiří - HANZELKOVÁ, Alena. Business plán. Praha : Vydavatelství C.H.BECK, 2014. 240 s. ISBN 978-80-7400-511-4.
4. HYRÁNEK, Eduard - GRELL, Michal. Přípravné etapy tvorby finančního plánu v podniku. In Podnikové finance vo vede a praxi - 2016 : zborník vedeckých statí Katedry podnikových financií. - Bratislava : Vydavateľstvo EKONÓM, 2016. ISBN 978-80-225-4308-8, s. 77-82.

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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 441

A	B	C	D	E	FX
15.19	9.07	14.29	14.06	38.1	9.3

Lecturer: doc. Ing. Eduard Hyránek, PhD., Ing. Lenka Kalusová, PhD., Ing. Miroslav Kmeťko, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/MME21008/21	Title of course: Financial Engineering
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: 3.	
Degree of study: II.	
Prerequisites: KPF FPM/MME21011/21-Financial Management	
Requirements to complete the course: 30 % continuous written work, 70 % oral examination	
Student workload: 130 h (attendance at lectures 26 h, attendance at exercises 26 h, preparation for exercises 26 h, preparation for credit paper 13 h, preparation for exam 39 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Comprehensive elaboration of identification, analysis, guidance and monitoring of financial risks of the enterprise, with emphasis on price risks, credit risks and liquidity/liquidity risks. Based on the quantification of financial risk, propose a strategy aimed at maximising profit, eliminating the selected financial risk or managing the value of the financial investment, with financial and commodity derivatives as supporting instruments. Competence: <ul style="list-style-type: none"> • the ability to describe the steps of a process approach to financial risk management, • characterise the nature of financial (commodity) derivatives and identify the causal implications of the use of derivatives in the management of selected financial risk, • effectively set the baseline and monitor the progress of the implementation of a hedging strategy, • identify the implications of the use of derivative contracts on the financial performance of the enterprise and corporate reporting, • the ability to propose, present and defend the validity of the chosen strategy to external users of corporate information. Skill: <ul style="list-style-type: none"> • perform basic financial risk identification; quantify the maximum loss, probability of occurrence and exposure period; then link to an appropriate derivative instrument, • sort out the applicability of derivative instruments to different risk situations, • quantify the starting value, fair (theoretical, equilibrium) price, fair value and expert price of a derivative contract, • account for the acquisition, recognition and termination of a derivative transaction in financial accounting, with an emphasis on SAS and IFRS/IAS, • perform basic impact analysis in the deployment of derivative contracts - application of graphical and computational techniques. 	

Indicative content:

Thematic definition of lectures:

1. Introduction to financial engineering
2. World Finance and the Financial Revolution
3. Forward contracts
4. Futures contracts
5. Option contracts
6. Models for determining the option premium for European options
7. Swap contracts
8. Credit (credit) derivatives
9. Specific forms of derivative contracts
10. Determining the fair value of unconditional futures contracts
11. Determining the fair value of contingent futures contracts
12. Accounting treatment and balance sheet treatment of derivative contracts under SAS and IFRS/IAS
13. Process and institutional approach to financial risk management

Thematic definition of exercises:

1. Financial risk
2. Financial revolution and its implications for derivatives
3. Financial investment strategies
4. Forwards 1
5. Forwards 2
6. Futures 1
7. Futures 2
8. Options 1
9. Options 2
10. Swaps
11. Application of credit derivative pricing approaches to credit default prediction
12. Determining the fair value of exchange-traded and over-the-counter derivatives
13. Accounting for derivatives

Support literature:

Basic literature:

1. MARKOVIČ, Peter a kol. Manažment finančných rizík podniku. Implementácia derivátových kontraktov. Bratislava : Iura Edition, 2007. 383 s. ISBN 978-80-8078-132-3.
2. VLACHYNSKÝ, Karol – MARKOVIČ, Peter. Finančné inžinierstvo. Bratislava : Iura Edition, 2001. 294 s. ISBN 80-8904-7084.
3. BLOSS, Michael et al. Financial Engineering. München : Oldenbourg Verlag, 2011. 608 s. ISBN 978-3-486-59650-2.
4. FARKAŠ, Richard. Účtovná závierka obchodných spoločností. Bratislava : Wolters Kluwer, 2020. 1224 s. ISBN 978-80-571-0247-2.
5. JÍLEK, Josef. Finanční a komoditní deriváty v praxi. Praha : GRADA Publishing, 2005. 632 s. ISBN 80-247-1099-4.

Supplementary literature:

1. ALBRECHT, Peter – HUGGENBERGER, Markus. Finanzrisikomanagement. Methoden zur Messung, Analyse und Steuerung finanzieller Risiken. Stuttgart : Schäffer-Poeschel Verlag, 2015. 584 s. ISBN 978-3-7910-3412-6.
2. DEUTSCH, Hans-Peter. Derivate und Interne Modelle. 4. Auflage. Stuttgart : Schäffer-Poeschel Verlag, 2008. 686 s. ISBN 978-3-7910-2786-9.

3. HULL, John C. Optionen, Futures und andere Derivate. Hallbergmoos : Pearson Deutschland GmbH, 2019. 1064 s. ISBN 978-3-86894-349-8.
4. HULL, John C. Optionen, Futures und andere Derivate. Das Übungsbuch. Hallbergmoos : Pearson Deutschland GmbH, 2019. 356 s. ISBN 978-3-86894-350-4.
5. JÍLEK, Josef. Deriváty, hedžové fondy, offshorové společnosti. Praha : GRADA Publishing, 2006. 260 s. ISBN 80-247-1826-X.
6. WIEDEMANN, Arnd. Financial Engineering. Bewertung von Finanzinstrumenten. Frankfurt am Main : Frankfurt School Verlag, 2018. 578 s. ISBN 978-3-95647-127-8.
7. WITZANY, Jiří. Financial Derivates. Valuation, Hedging and Risk Management. Praha : Nakladatelství Oeconomica, 2013. 374 s. ISBN 978-80-245-1980-7.

Syllabus:

Thematic definition of lectures:

1. Introduction to financial engineering - general model of risk; definition of financial risk; breakdown of financial risks in terms of influenceability; life cycle of financial risk; definition of nature and forms of financial innovation; basic roles and mission of financial engineering.
2. World Finance and the Financial Revolution - definition of the disruptive changes that led to the intensification of the use of derivative instruments; breakdown of first generation derivatives; characteristics of financial and commodity derivatives.
3. Forward contracts - general characteristics; derivation of the profit-loss profile (buyer and seller motives); breakdown of forwards by underlying instrument (interest rate, currency, equity, commodity). Determination of the equilibrium price of a forward.
4. Futures contracts - general characteristics; derivation of profit-loss profile (buyer and seller motives); breakdown of futures by underlying (interest rate, currency, equity, commodity, index). Determination of the futures equilibrium price.
5. Option contracts - general characteristics; derivation of profit-loss profile (buyer and seller motives) for call and put options; breakdown of options by underlying instrument (interest rate, currency, equity, commodity, other derivatives). Determination of the strike price of call and put options.
6. Models for determining the option premium for European options - Cox-Ross-Rubinstein model; Black-Scholes model and its variations. Option premium sensitivity indicators and their use in modelling changes in the time and intrinsic value of an option.
7. Swap contracts - antecedents (parallel loan and reverse loan); general characteristics of swaps; elaboration of the use of coupon and basis swaps; combination of underlying instruments (currency and currency-interest rate swaps).
8. Credit (credit) derivatives - definition of forms of credit risk and hedging options; characteristics of the nature of contracts - credit default swap, total return swap, credit option. Determination of the value of a credit derivative.
9. Specific forms of derivative contracts - warrants, weather derivatives, combined and synthetic structures (restructuring of building blocks, mutual combination of derivatives, hybrid structures).
10. Determining the fair value of unconditional futures contracts - identifying the derivative claim and derivative liability; determining the fair value of the derivative claim and liability; deriving the fair value of the derivative; transforming the fair value of an exchange-traded and over-the-counter derivative into an appraisal price for the derivative.
11. Determining the fair value of contingent futures contracts - identifying the option receivable and option payable; modelling the probability of potential exercise of the option; determining the fair value of the option receivable and option payable; deriving the fair value of the option; transforming the fair value of the exchange-traded and over-the-counter option into the option's appraisal price.
12. Accounting treatment and balance sheet treatment of derivative contracts under SAS and IFRS/IAS - acquisition date, balance sheet date, settlement date/settlement date. On-balance sheet

and off-balance sheet accounting. Application of knowledge of selected standards - IAS 32, IAS 39, IFRS 7, IFRS 9 and IFRS 13. Tax implications of derivative transactions.

13. Process and institutional approach to financial risk management - link to internal audit. Developing a methodological approach to formulating an auditable hedging strategy (identification, analysis, guidance and monitoring) - concentration on the financial risks of the enterprise.

Thematic definition of exercises:

1. Financial risk - definition of its essence, quantification of its parameters (maximum loss, probability of occurrence and exposure period); breakdown of financial risks in terms of their impact on the financial flows of the enterprise. Price (interest rate, currency, equity, commodity) risks, credit risks, liquidity and liquidity risk.

2. Financial revolution and its implications for derivatives - internationalisation, globalisation, glocalisation, deglobalisation, deregulation, securitisation, intellectualisation, new technologies. The development of financial innovation.

3. Financial investment strategies - trading (singular, combined), arbitrage (risk and risk-free), hedging (insurance, asset-liability management, derivative hedging), portfolio strategies (optimal portfolio construction, portfolio value hedging).

4. Forwards 1 - position of buyer and seller, graphical representation of the behaviour of contract participants; definition of specific features and regularities of interest rate forwards (FRA, FRA-BBA), currency and commodity forwards.

5. Forwards 2 - transfer cost model and expectation model in valuation of forwards; determination of present and future value of forwards; use of forwards in hedging operations; specific features of forwards on the Slovak market.

6. Futures 1 - position of buyer and seller; graphical representation of the behaviour of contract participants; marking to market; quantification of basis and its forms (theoretical and value); comparison of strike price and fair value of futurity.

7. Futures 2 - transmission cost model and expectation model in forward pricing; determination of present and future value of a forward; basis and its forms; use of futures in arbitrage and hedging operations.

8. Options 1 - buyer and seller positions; graphical representation of the behaviour of the contract participants; call and put options (long and short positions); intrinsic and time value of an option; financial results of option trades under different strategies.

9. Options 2 - option pricing (option premium); identification of the determinants of the time value of an option; mechanism of application of the binomial model in pricing a European option; Black-Scholes model for European options, depending on the underlying instrument.

10. Swaps - mechanism of swap operation (positions of partners); initial assessment of swap suitability; determination of present and future value for coupon and basis swaps; evaluation of the efficiency and effectiveness of swap operations for interest rate and currency transactions.

11. Application of credit derivative pricing approaches to credit default prediction - comparison of option models and their application in uncertain event environments. Identification of other areas of application.

12. Determining the fair value of exchange-traded and over-the-counter derivatives - solving examples with a focus on market pricing or qualified estimation (valuation model). Transformation of fair value into an appraisal price.

13. Accounting for derivatives - definition of the chart of accounts (373, 376, 377, 414, 567, 667); elaboration of off-balance sheet accounting and subsequent treatment of examples of accounting for forwards, futures, options and swaps - at the acquisition date, at the balance sheet date, at the expiration date.

Language whose command is required to complete the course:

Slovak

Notes:**Assessment of courses**

Total number of evaluated students: 49

A	B	C	D	E	FX
22.45	36.73	24.49	12.24	4.08	0.0

Lecturer: Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Ing. Jakub Lukáč, PhD.**Date of the latest change:** 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/MME21007/21	Title of course: Financial 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: 5	
Recommended semester/trimester of study: 2.	
Degree of study: II.	
Prerequisites: KPF FPM/MME21011/21-Financial Management	
Requirements to complete the course: 10 % seminar work, 20 % continuous written work from examples, 70 % written examination	
Student workload: 130 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 10 h, preparation for mid-term written test 15 h, preparation for seminar work 6 h, preparation for an exam 53 h)	
Teaching results: Knowledge: Acquisition of theoretical and practical knowledge and understanding of financial markets using basic models of portfolio theory model CAPM. What are the basic approaches to predicting future stock prices in the form of fundamental, technical and also psychological analysis. Possibilities and products of collective investment in the form of the second and third pillars of pension savings and also in the form of independent investment in mutual funds. What is the difference between collective and portfolio investment and the possibility of evaluating the performance of portfolio management. Although the subject focuses mainly on securities, it also focuses on other forms of investment such as precious metals, real estate, commodities. For the analysis of the development of the prices of individual assets, the main macroeconomic indicators are also presented, which can significantly change their prices. In addition to traditional forms of investment, forms of investment in the form of derivatives and other forms of investment using collateral are also presented Competence: <ul style="list-style-type: none"> • analysis of the situation of the financial market based on information about the company and also the state of the economy, • quantification of the risk and return, of individual financial market products, and subsequent decision on investment to these products, • an overview of investment products, within the financial market, that are provided by financial intermediaries, • understanding the risk of using derivatives, in comparison to the classic direct form of investment Skills: <ul style="list-style-type: none"> • analysis of the state of the financial market based on information about the company and also the state of the economy, 	

- quantification of the risk and return of individual financial market products and subsequent decision on subsequent investment in these products,
- an overview of investment products, within the financial market, that are provided by financial intermediaries,
- understanding the risk of using derivatives in comparison with the classic direct form of investment

Indicative content:

Thematic definition of lectures:

1. Characteristics of financial investments
2. Return and rate of return on investment
3. Characteristics of efficient markets
4. Portfolio return and risk
5. CAPM model
6. Approaches to stock price predictions
7. Approaches to stock price predictions
8. Behavioral finance
9. Information on the financial market
10. Collective and portfolio investment
11. Approaches to portfolio performance evaluation
12. Alternative financial investments
13. Characteristics of stock exchanges

Thematic definition of seminars:

1. Solution of examples and case studies
3. Yield and return on financial investment
4. Yield and profitability
5. Total bond yield rate
6. Expected return and portfolio return rate
7. Calculation of portfolio risk
8. Calculation of the beta coefficient in an alternative form
9. Calculation of the yield to maturity rate of coupon and discount bonds
10. Using of dividend models
11. Basic approaches for evaluating the performance of mutual fund management
12. Calculation of the ETF

Support literature:

Basic literature:

1. BIKÁR, Miloš - KMEŤKO, Miroslav. Finančné investície. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2019. 135 s. ISBN 978-80-225-4628-7.
2. MLYNAROVICH, Vladimír. Finančné investovanie – Teória a aplikácie. 1. vydanie. Bratislava : IURA Edition, 2001. 293 s. ISBN 80-89047-16-5.
3. CIPRA, Tomáš. Finanční matematika v praxi. 1. vydanie. Praha : Vydavateľstvo HZ, 1993. 166 s. ISBN 80-901495-1-0.
4. SHIPMANN, Mark. Komodity: jak investovat a vydělat. Brno : Computer Press, 2007. 133 s. ISBN 978-80-251-1866-5.
5. JÍLEK, Jozef. Finanční a komoditní deriváty v praxi. Praha : Grada publishing, 2005. 630 s. ISBN 80-247-1099-4.

Supplementary literature:

1. GARNER, Carley. Komodity - Úvod do investování na nejrychleji rostoucím trhu. Brno : BIZBOOKS, 2014. 296 s. ISBN 80-265-0019-9.
2. ROGERS, Jim. Žhavé komodity – Jak může kdokoliv investovat se ziskem na světových trzích. Praha : GRADA, 2008. 240 s. ISBN 978-80-247-2342-6.

3. ŠIROKÝ, Jan. Praktický průvodce opčním obchodováním. Tetčice : IMPOSSIBLE, 2018. 136 s. ISBN 80-87673-31-X.
4. EXELOVÁ, Jana. Začínáme s obchodováním CFDs. Bratislava : Magnet Press, 2010. 103 s. ISBN 80-89169-19-8.
5. HARTMANN, Ondřej. Začínáme na burze – Jak uspět při obchodování na finančních trzích. Brno : BIZBOOKS, 2018. 248 s. ISBN 80-265-0780-0.
6. REJNUŠ, Oldřich. Finanční trhy. 4. aktualizované a rozšířené vydání. Praha : Grada, 2014. 768 s. ISBN 80-247-3671-3.
7. VESELÁ, Jitka – OLIVA, Martin. Technická analýza na akciových, měnových a komoditních trzích. Praha : EKOPRESS, 248 s. ISBN 80-87865-22-7.
8. GLADIŠ, Daniel. Akciové investice. Praha : Grada, 2015. 176 s. ISBN 80-247-5375-8.
9. SYROVÝ, Petr. Investování pro začátečníky. 3. zcela přepracované vydání. Praha : Grada, 2016. 128 s. ISBN 80-271-0092-5.
10. ÁRENDÁŠ, Peter – CHOVANCOVÁ, Božena – GACHOVÁ, Katarína. Investovanie na trhu komodít a reálnych aktív. Bratislava : Wolters Kluwer, 2018. 368 s. ISBN 80-7598-186-3.
11. CHOVANCOVÁ, Božena – ÁRENDÁŠ, Peter – KOTLEBOVÁ, Jana. Analýzy na akciových trhoch. Bratislava : Wolters Kluwer, 2016. 344 s. ISBN 80-7552-796-8.
12. ÁRENDÁŠ, Peter – CHOVANCOVÁ, Božena – GVOZDJÁK, Vladimír. Dôchodkové fondy vo svete a na Slovensku. Bratislava : Wolters Kluwer, 2017. 216 s. ISBN 80-8168-663-0.
13. MUSÍLEK, Petr. Trhy cenných papírů. 2. vydání. Praha : EKOPRESS, 2010. 520 s. ISBN 80-86929-70-1.
14. BODIE, Zvi – KANE, Alex – MARCUS, Alan. Investments – Standalone Book. 11. edition. New York : McGraw Hill Education, 2017. 1 040 pp. ISBN 1-259-27717-8.

Syllabus:

Thematic definition of lectures:

1. Characteristics of financial investments. Characteristics and role of the financial market. Defining the basic criteria of financial investment. Relationships between investment criteria. Financial market regulation and supervision.
2. Return and rate of return on investment. What is the difference between measuring the return and the rate of return of a financial investment and comparing their time value. How yield and rate of return are calculated. Measuring the risk of financial investment and liquidity of financial investment.
3. Characteristics of efficient markets. What does an efficient capital market mean and its preconditions for this theory to be applicable in practice. What are its characteristics and how is its form tested. Characteristics of different forms of efficient market.
4. Portfolio return and risk. How is the return on a portfolio composed mainly of equities measured, while the measurement of portfolio risk is significantly different, due to another factor, namely the correlation coefficient. Specifics of fixed income portfolios.
5. CAPM model. How this model is conceived and its difference from the original portfolio theory. Introduction of a beta coefficient to simplify the view of stock risk. How to approach portfolio risk using the beta coefficient. An alternative option to measure the beta coefficient via the P / E indicator.
6. Approaches to stock price predictions. The fundamental analysis is focused on the historical financial data of a publicly traded company. Fundamental analysis uses several possibilities, such as top-down and history over time. Forms of fundamental analysis, based on dividends as well as the comparative method are presented.
7. Approaches to stock price predictions. Another approach based, as opposed to fundamental analysis, is technical analysis. What graphs are used and also what is their use in technical analysis. Comparison of three different approaches and explanation of their differences. Presentation of economic indicators and their interpretation.

8. Behavioral finance. This approach is based mainly on psychological analysis. It examines how investors respond to the current market situation, involving different parts of the cerebral cortex. Based on the research, those parts of the brain that are responsible for investment decisions have been defined.

9. Information on the financial market. The information is broken down into specific companies as well as macroeconomic information. Classical fundamental information is especially important for joint-stock companies, but this is significantly influenced by the state of the economy. Characteristics of economic indicators and their impact on joint stock companies.

10. Collective and portfolio investment. The difference between collective and portfolio investment. What are the investment strategies within the investment. Explanation of the legal framework between different forms of collective investment. Current state of collective investment.

11. Approaches to portfolio performance evaluation. The performance of the portfolio can be assessed in terms of both quantitative and qualitative aspects. The difference is in how the portfolio performs. Pointing out their basic differences and how to use it for investing.

12. Alternative financial investments. In addition to securities, it is also possible to invest in other financial instruments. These are presented mainly in the form of virtual names, collections, precious metals, or commodities.

13. Characteristics of stock exchanges. What does the stock exchange mean, what are its participants and how does its system work? Exchange participants. What are the possibilities of trading on the stock exchange. Exchange system. Types of commodity trades and commodity index, what the most important stock exchanges.

Thematic definition of seminars:

1. Solution of examples and case studies, explanation of how the individual examples will be solved and what will be the solution procedure, it will also be commissioned to obtain some information from the mentioned website and add it to the table

3. Yield and return on financial investment. Recognition of the concept of yield and profitability. How to calculate the different returns (in absolute form) and also the different returns (in relative form) which are given in percentages.

4. Yield and profitability. Ex post and ex ante profitability calculation and understanding of the difference between the two calculations. A warning of a possible collision, in solving the example using a weighted average, and then an arithmetic average.

5. Total bond yield rate. The overall rate of return is easy to calculate for a zero-coupon bond. Therefore, the result is adjusted for an estimate where the fair value of the discount factor is to be replaced.

6. Expected return and portfolio return rate. Calculation of the rate of return of the portfolio as the return on the share and subsequently the return of the portfolio as the weighted arithmetic average of the returns of the individual shares of which the portfolio consists.

7. Calculation of portfolio risk. Portfolio risk calculation using the correlation coefficient and the beta coefficient. Calculation of the expected return on the stock using the beta coefficient. Compilation of SML and CML lines and understanding of their differences.

8. Calculation of the beta coefficient in an alternative form, compared to the method of least squares and covariance, through the maximum and minimum values of the P / E indicator of the company in comparison with the values of the P/E indicator of the capital market (index).

9. Calculation of the yield to maturity rate of coupon and discount bonds. Calculation of the duration of coupon bonds and their variability (change in the price of the bond to change the required rate of return by 1%). Drawing a straight line for bonds using the duration and rate of return to maturity.

10. Using of dividend models (classic and two-degrees model) to determine the possible share price. Explanation of the use of the comparative method and its use for the valuation of the company's shares, which are not yet traded on the capital market.
11. Basic approaches for evaluating the performance of mutual fund management: Sharpe ratio, Treynor ratio, Jensen alpha and RAP indicator. Calculation of Fama decomposition for the current return of the fund and its alternative calculation.
12. Calculation of the ETF (exchange trading fund) appreciation rate as well as calculation of profitability using a CFD (contract for difference) contract. Calculation of the change in the capital market index using various forms of calculation of indices (arithmetic mean, geometric mean and market capitalization).
13. Written mid-term exam

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 95

A	B	C	D	E	FX
8.42	11.58	30.53	22.11	25.26	2.11

Lecturer: Ing. Miroslav Kmeťko, PhD., doc. Ing. Miloš Bikár, PhD.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/MME21011/21	Title of course: Financial 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: 1.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: 10 % continuous completion of assignments, 20 % continuous written work, 70 % oral examination	
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)	
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. KRÁLOVIČ, Jozef – VLACHYNSKÝ, Karol. Finančný manažment. Bratislava : Iura Edition, 2011. 468 s. ISBN 978-80-8078-356-3.
2. KRÁLOVIČ, Jozef et al. Finančný manažment. Bratislava : Iura Edition, 2011. 236 s. ISBN 978-80-8078-431-7.
3. BREALEY, Richard A. – MYERS, Stewart C. – ALLEN, Franklin. Teorie a praxe firemních financí. Brno : BizBooks, 2014. 1096 s. ISBN 978-80-265-0028-5.
4. KISLINGEROVÁ, Eva a kol. Manažerské finance. 3. vydání. Praha : C. H. Beck, 2010. 811 s. ISBN 978-80-7400-194-9.
5. 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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 1967

A	B	C	D	E	FX
17.18	19.83	24.45	15.61	20.64	2.29

Lecturer: doc. Ing. Marián Smorada, PhD., Ing. Alena Tóthová, PhD., Ing. Magdaléna Kubranová, PhD., Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, prof. Dr. Ing. Anna Polednáková, Ing. Katarína Vavrová, PhD., doc. RNDr. Zuzana Hajduová, PhD., MSc.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/MME21010/21	Title of course: Financial Management in Crisis Conditions
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: 4.	
Degree of study: II.	
Prerequisites: KPF FPM/MME21011/21-Financial Management or KPF FPM/MME21017/21-Financial Analysis and Financial Planning (in English)	
Requirements to complete the course: 20 % continuous seminar work on a given topic with a presentation, 10 % continuous written work in the form of a test and examples, 70 % oral exam	
Student workload: 78 h (participation in seminars 26 h, preparation for seminars 13 h, preparation for continuous written work 13 h, elaboration of seminar work 8 h, preparation for exam 28 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Acquisition of theoretical and practical knowledge and understanding about the financial crisis, the situation of the company and its most common causes. An overview of warning signals and predictions of adverse financial situations. Gaining knowledge about the causes of bankruptcy such as insolvency and extension of non-financial corporations and the possibilities of their prevention and solutions through judicial and out-of-court restructuring. Acquisition of the principles of financial management of a company in financial crisis, especially the management of cash flows. Basic principles of bankruptcy, restructuring and liquidation of the company and the procedure of individual steps in the proceedings. Competence: <ul style="list-style-type: none"> • assessment of the financial situation of the company, especially indebted, in terms of crisis, insolvency and debt, • management of an indebted company and elimination of a crisis situation, • the creditor's approaches to the insolvent company and the recovery of its claims from the bankrupt and restructured company, • resolving an unfavorable financial situation in the form of personal bankruptcy, • to propose solutions and procedures in connection with the liquidation of the company for preventive reasons. Skill: <ul style="list-style-type: none"> • analyze the financial situation of the company in crisis in accordance with legal standards, • procedure in bankruptcy and restructuring proceedings, • processing of the bankrupt's application for bankruptcy and restructuring, processing of the creditor's proposal for bankruptcy of the debtor, 	

- acquire basic skills for filing claims against debtors in crisis, bankruptcy and restructuring,
- elaboration of procedures in connection with the liquidation of the company.

Indicative content:

Thematic definition of exercises:

1. The global financial crisis and its impact on companies in the Slovak Republic.
2. Degrees of financial problems of the company.
3. Obligations of the company in connection with crisis prevention, consequences in case of breach of obligations.
4. Characteristics of bankruptcy at the proposal of the debtor and the creditor.
5. The effects of the declaration of bankruptcy on the debtor's property.
6. Opposition to shortening, favouring and disproportionate consideration by a legal act in bankruptcy.
7. Property of the bankrupt in bankruptcy.
8. Characteristics and fulfilment of conditions for the application of restructuring.
9. Control of the company in restructuring by creditors.
10. Characteristics of indebtedness of a natural person entrepreneur in the form of bankruptcy.
11. Liquidation of the company.
12. Specific features of crisis management in selected EU countries I.
13. Specific features of crisis management in selected EU countries II.

Support literature:

Basic literature:

1. ĎURICA, Milan. Konkurzné právo na Slovensku a v Európskej únii /. - 1. vyd. - Žilina : Poradca podnikateľa, 2006. - 480 s. ISBN 80-88931-42-8
2. ĎURICA, Milan. Zrušenie, likvidácia a zánik obchodných spoločností (3. časť) / In Justičná revue : časopis pre právnu prax / Ministerstvo spravodlivosti, Právnický ústav, Bratislava. - Bratislava : 2004. - ISSN 1335-6461. - Roč. 56, č. 1 (2004), s. 12-37.
3. DUJAVA, Daniel. Ekonomická kríza a ekonomická veda. Vydavateľstvo Wolters Kluwer, Bratislava 2016, 188 s. ISBN 978-80-8168-442-5
4. ZUZÁK, Roman, KONIGOVÁ, Martina. Krízové řízení podniku. 2. aktualizované a rozšířené vydání. Vydavatelství Grada 2009. 253 s. ISBN 978-8024-731-56-8
5. KISLINGEROVÁ, Eva. Podnik v čase krizy. Vydavateľstvo Grada 2009. 208 s. ISBN 978-8024-731-36-0
6. Zákon č. 7/2004 Z.z. o konkurze a reštrukturalizácii
7. Zákon č. 513/1991Zb. Obchodný zákonník

Supplementary literature:

1. BECKER Joachim, Lesay Ivan. Život na úver. Vydavateľstvo Inaque, Bratislava: 2012. 160 s. ISBN 978-80-970-9063-0
2. KRUGMAN, Paul. Návrat ekonomické krize. Vydavateľstvo Vyšehrad: 2009, 176 s. ISBN 978-80-7021-984-3
3. KOHOUT, Pavel. Finance po krizy. 3. rozšířené vydanie. Vydavateľstvo Grada: 2011. 328 s.
4. WORKIE, T. Menbere. Globálna finančná a hospodárska kríza. Vydavateľstvo Ekonomický ústav Slovenskej akadémie vied. Bratislava 2009. 275 s. ISBN 978-80-7144-175-5
5. BURÁK, Emil. Kríza ako šanca, výzva a príležitosť. Vydavateľstvo Eugenika: 2009. 376 s. ISBN 978-80-8100-150-5
6. ONDROVIČ, Adrián. Inštitucionálne príčiny globálnej ekonomickej krízy. Vydavateľstvo Ekonomický ústav Slovenskej akadémie vied. Bratislava: 2018. 112 s. ISBN 978-80-7144-286-8

Syllabus:

Thematic definition of exercises:

1. The global financial crisis and its impact on companies in the Slovak Republic. Symptoms and causes of financial problems of non - financial corporations. The company's financial crisis and its consequences for the country's business and economy, GDP, employment, inflation, etc. Measures taken by the government and the central bank to reduce the risk of a financial crisis.
2. Degrees of financial problems of the company. Evaluation of the financial situation by methods of financial-economic analysis. Unfair competition and its forms, possibilities of protection against unfair competition. Possibilities of eliminating the financial crisis of the company. Principles and methods of crisis management of the company with emphasis on cash flow management.
3. Obligations of the company in connection with crisis prevention, consequences in case of breach of obligations. Characteristics of insolvency and extension for the assessment of crisis and bankruptcy, characteristics and method of calculation in accordance with current legislation.
4. Characteristics of bankruptcy at the proposal of the debtor and the creditor. Obligations of the debtor and the rights of the creditor in relation to bankruptcy and bankruptcy. Procedure for filing for bankruptcy as a debtor and a creditor. Basic stages and procedure of bankruptcy proceedings. Requirements for the debtor's and creditor's application for bankruptcy.
5. The effects of the declaration of bankruptcy on the debtor's property, court and execution proceedings after the declaration of bankruptcy. Procedure for registering creditors and their claims in bankruptcy, ascertaining, recording and denying claims. Finding, writing and securing assets in bankruptcy and determining their value.
6. Opposition to shortening, favouring and disproportionate consideration by a legal act in bankruptcy. Financial penalties for the debtor's statutory bodies for not filing for bankruptcy. Criminal liability for fraudulent and culpable bankruptcy, compensation for damage caused.
7. Property of the bankrupt in bankruptcy - classification, writing of the inventory, methods of determining the value, procedures and methods of monetization of movable, immovable and property and other property values. Order and method of monetary satisfaction of creditors from bankruptcy assets. End of bankruptcy.
8. Characteristics and fulfilment of conditions for the application of restructuring. Restructuring procedures. Protection of the debtor from creditors. Content of the restructuring report. Registration of creditors for restructuring.
9. Control of the company in restructuring by creditors. Effects of the initiation of restructuring proceedings. Restructuring of the court. Time schedule of the restructuring process. Content of the restructuring plan and its implementation. Advantages and disadvantages of restructuring. Level of satisfaction of creditors.
10. Characteristics of indebtedness of a natural person entrepreneur in the form of bankruptcy. Types of satisfied receivables, unaffected receivables. Effects of the onset of debt relief. Honest and dishonest intention of the debtor. Bankrupt assets and their monetization. End of bankruptcy. Debt relief in the form of an instalment calendar, deadlines and the procedure for its compilation. Protection of the debtor from creditors.
11. Liquidation of the company. Conditions and procedures for liquidation in accordance with legal norms, appointment of a liquidator, registration of claims, satisfaction of creditors, procedure in case of lack of assets to satisfy creditors, financial statements as of the date of entry into liquidation and its termination, deletion of the company from the commercial register.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 28

A	B	C	D	E	FX
0.0	14.29	21.43	35.71	28.57	0.0

Lecturer:

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/MME21009/21	Title of course: Financial Management of the Holding
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: 2.	
Degree of study: II.	
Prerequisites: KPF FPM/MME21011/21-Financial Management	
Requirements to complete the course: 10% continuous seminar work on a given topic and activity, 10% continuous written work from examples, 80% written exam	
Student workload: 130 hours (participation in lectures 26 hours, participation in seminars 26 hours, preparation for seminars 10 hours, preparation for credit paper 10 hours, preparation of seminar work 16 hours, preparation for exam 42 hours)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Acquisition of theoretical and practical knowledge and understanding of financial management of group companies, group business and content of holding financial management, holding financing (internal, external and intra-holding relations, of financing), intra-holding relations,, flows and transfers, group prices, financial analysis and financial planning of the holding, measuring the performance of the holding-strategic basis for measuring the performance of the holding, basic approaches to measuring the performance of the holding, tax planning of the holding. determination of the value of the holding, consolidation of the management results in the holding and their reporting. Competence: <ul style="list-style-type: none"> • Prerequisite for successful management of the function of financial manager in the holding, • Effectively use essential information from the point of view of holding management, • Evaluation of the financial situation of the holding based on financial analysis, • Ability to assess specific tax planning options in the holding, • Ability to measure efficiency and manage the value of the holding. Skill: <ul style="list-style-type: none"> • Be able to analyze the financial situation in the holding company in the parent and subsidiary companies, • Be able to quantify the needs of sources of financing, cost of capital and use the specific conditions of financing the holding, • Acquire basic managerial skills in the preparation of financial instructions for the management of subsidiaries on the basis of the established rules of the holding for intra-holding relations, flows and transfers and prices in the group of companies, 	

- Use the acquired knowledge in the financial planning of the holding, measuring efficiency and managing the value of the holding.
- Know the rules of transfer pricing and their application for international and domestic holding companies.

Indicative content:

Thematic definition of lectures:

1. Introduction to the subject Financial Management of The Holding.
2. Legal regulation of the holding.
3. Business combinations.
4. Financial flows and transfers in the holding.
5. Rules and principles of transfer pricing in a holding company.
6. Consolidation of companies in the holding.
7. Tax planning in the holding.
8. Approaches to the financial analysis of the holding.
9. Measuring holding performance.
10. Sources of financing the holding.
11. Financial planning in the holding.
12. Management value management.
13. Transnational forms of business.

Thematic definition of exercises:

1. Informing students about the requirements for completing the course Financial Management Holding.
2. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers.
3. Presentations of students 'seminar papers in Power Point and discussion of students' questions about these papers.
4. Presentations of students 'seminar papers in Power Point and discussion of students' questions about these papers.
5. Presentations of students 'seminar papers in Power Point and discussion of students' questions about these papers.
6. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers.
7. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers.
8. Presentations of students 'seminar papers in Power Point and discussion of students' questions about these papers.
9. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers.
10. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers.
11. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers.
12. Presentations of students 'seminar papers in Power Point and discussion of students' questions about these papers.
13. Presentations of students 'seminar papers in Power Point and discussion of students' questions about these papers.

Support literature:

Basic literature:

1. HARUMOVÁ, Anna. Teória finančného riadenia holdingu. 1. vydanie. Lewes : Ecoletra.com, 2019. 420 s. ISBN 978-1-64467-138-2.
2. HARUMOVÁ, Anna. Finančný manažment nadnárodných korporácií. 1. vyd. Praha : Wolters Kluwer, 2016. 242 s. ISBN 978-80-7552-451-5.
3. HARUMOVÁ, Anna. Finančné riadenie holdingu. Bratislava : Vydavateľstvo Sprint dva. 2011. 341 s. ISBN 978-80-89393-64-0.
4. HARUMOVÁ, Anna. Stanovenie hodnoty I : stanovenie hodnoty podniku. 1. vyd. Lewes : Ecoletra.com, 2016. 477 s. ISBN 978-1-63535-596-3.
5. HARUMOVÁ, Anna - KUBÁTOVÁ, Květa. Dane podnikateľských subjektov. Žilina : Poradca podnikateľa ; Bratislava : Bratislavská vysoká škola práva, 2006. 296 s. ISBN 80-88931-55-X.

Supplementary literature:

1. HARUMOVÁ, Anna. The economic function of deferred taxes. 1st ed. Newcastle upon Tyne : Cambridge Scholars Publishing, 2016. 123 s. ISBN 978-1-4438-1708-0.
2. BREALEY Richard A. – MYERS Stewart C. – ALLEN Franklin. Principles of Corporate Finance. 2th Edition. New York : McGraw Hill, 2016. 896 s. ISBN 9781259253331.
3. DAMODARAN, Aswath. Applied. Corporate Finance. Hobokne : John Wiley & Sons, 2014. 656 s. ISBN 9781118808931.
4. DAMODARAN, Aswath. The Little Book of Valuation: How to Value a Company, Pick a Stock and Profit. Hardcover – Illustrated, 2011. 256 s. ISBN 101118004779.
5. DAEMS Herman P. Holding Company and Corporate Control. New York : Springer Verlag, 2013. 145 s. SBN13 (EAN) 9781461340584.

Syllabus:

Thematic definition of lectures:

1. Introduction to the subject Financial Management of The Holding. Defining the essence of the holding and its functioning. Basic financial policies of the holding. Principles and tools applied by the parent company in the management of subsidiaries to achieve the set objectives. Organizational structure of the holding, which is formed by a set of elements and relationships between them. The basic goals of the holding and the benefits of large companies. Specification of individual types of holding according to the focus of their activities. Forms of business associations.
2. Legal regulation of the holding. Existence of holding groups and their legal and economic aspects. Regulation of the holding's business in legal regulations, both national and transnational. Calculation of direct and indirect shares in group companies. Basic terminology of subjects, rights and obligations of individual companies in the holding. Holding as a form of business of a European company. Business combinations, mergers, amalgamations, divisions. Acquisition of a company or its parts and contribution to a company. Types of acquisitions (methods of acquisition, sale) of the company. Business mergers.
3. Business combinations. Structures of business combinations after merger, amalgamation and division. Cross - border merger or amalgamation within the territory of the EEA States. Group of companies and their competencies. Combinations and relationships of companies in a group based on the share of voting rights (subsidiary, joint venture, associate, controlling influence, joint influence and significant influence). Competences of the parent company vis - à - vis subsidiaries as defined in the holding agreement.
4. Financial flows and transfers in the holding. Management of flows and transfers in a holding company, on the basis of which intra-group relations are established. Basic types of relations in the holding (legal, financial, business, technical, labor law). Basic types of flows in the holding (flows based on the payment of dividends, interest, royalties, flows based on transactions with business shares, business transactions). Analysis of holding relationships and transfers.

5. Rules and principles of transfer pricing in a holding company. Valuation of mutual business relations is one of the major problems in accounting and taxation. Its importance is especially among interconnected companies and is one of the key problems in the examination of the tax base by the tax administrator. Theoretical basis of transfer pricing methods. Practical applications of transfer pricing methods (price comparison methods and profit sharing methods). Residual analysis and comparability analysis. Mandatory documentation for transfer pricing.

6. Consolidation of companies in the holding. Obligation to prepare consolidated financial statements for group companies. International Financial Reporting Standards (IFRS) in the holding company. Principles of preparation of consolidated financial statements. Contents of the consolidated financial statements. Procedure for consolidation of financial statements. Methods of consolidation of financial statements (full consolidation method, equity method, equity method).

7. Tax planning in the holding. Tax planning for domestic holdings. Effective income tax rate. Calculation of the effective income tax rate. Possibilities of domestic income optimization. International tax planning. Double taxation treaties. Use of tax havens in tax planning. Reasons for using tax havens by holding companies. Ways and methods of international tax evasion. Elimination of aggressive tax planning. International regulation of tax planning.

8. Approaches to the financial analysis of the holding. Bases of financial analysis in the holding. Horizontal and vertical analysis of statements in the holding company. Analysis of the relationship between assets and resources in the holding. Financial ratios in the holding. Prediction of the holding's financial situation. Analysis of intra-holding transactions. Price application analysis. Analysis of the use of trade credit. Analysis of the application of interest on intra-holding loans. Low capitalization rules.

9. Measuring holding performance. Strategic basis for measuring holding performance. Approaches to measuring holding performance. EVA method (economic added value). MVA method (market value added). Economic profit. CF ROI method (return on investment). CVA method (monetary value added). SVA method (Added value for shareholders). RONA method (Return on net assets). NPV (Net Present Value) method. INFA model (value creation tree). Holding performance measurement systems. Balanced scorecard as a system for measuring holding performance. EFQM model as a system for measuring holding performance. Six Sigma as a holding performance measurement system. BI as a holding performance measurement system.

10. Sources of financing the holding. Financial strategy of financing the holding. Structure of financial resources in the holding. Internal sources of financing of the holding. External sources of financing of the holding. Cost of holding capital. Specific forms of holding financing. Cash flow management in the holding (real cash pooling, fictitious cash pooling). Dividend policy in the holding.

11. Financial planning in the holding. Centralized planning (creating a plan from above). Decentralized planning (bottom plan creation). Strategic planning in the holding. The strategic planning process of the holding. The financial planning process in the holding. Methods of creating a financial plan. Methods of financial management. Creation of financial plans of subsidiaries. Consolidated financial plan of the holding. Capital structure planning of the holding.

12. Management value management. Basic legislative methods of property valuation (property method, business method, combined method, liquidation method, comparative method). Asset valuation methods. Yield methods of asset valuation. Economic value added method. CF ROI method. Basic principles for determining the value of the holding. Value of goodwill and other intangible assets of the holding.

13. Transnational forms of business. Legal regulation of the establishment and business of multinational companies. European Communities. European Economic Interest Grouping. European society. European cooperative. International holdings. The essence and goals of the

creation of multinational corporations. The concept of corporation. Corporate identity and strategy. History of multinational corporations. Objectives and conditions for the creation of multinational corporations. Types of multinational corporations.

Thematic definition of exercises:

1. Informing students about the requirements for completing the course Financial Management Holding. Discussion of divided topics of seminar papers (content, drawing of work knowledge, formal requirements and others). Solving examples on the topic of low capitalization.
2. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers. Solving examples on the topic of Mergers (merger, division), profit from the merger, costs of the merger, net present value, Estimation of merger costs, Estimation of merger costs in case of share financing).
3. Presentations of students' seminar papers in Power Point and discussion of students' questions about these papers. Exercise: Solving examples on the topic of Acquisitions, Goodwill arising from the acquisition and calculation of direct and indirect shares in subsidiaries.
4. Presentations of students' seminar papers in Power Point and discussion of students' questions about these papers. Solving examples on the topic Acquisitions, Goodwill arising from the acquisition and the calculation of direct and indirect shares in subsidiaries.
5. Presentations of students' seminar papers in Power Point and discussion of students' questions about these papers. Solving examples on the topic of business combinations. Drawing the structure and determining (justification) the share in the subsidiary of the business combinations after the merger, amalgamation and division. Cross - border merger or amalgamation within the territory of the EEA States.
6. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers. Solving examples on the topic Consolidation of companies in a holding. Methods of consolidation of financial statements (full consolidation method, creation of goodwill, creation of a non-controlling interest).
7. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers. Solving examples on the topic Consolidation of companies in a holding. Methods of consolidation of financial statements (equity consolidation method, equity method, first and subsequent consolidation).
8. Presentations of students' seminar papers in Power Point and discussion of students' questions about these papers. Solving examples on the topic of International taxation (Method of exemption from taxation, Method of credit).
9. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers. Solving examples on the topic of transfer pricing in a holding. Practical applications of transfer pricing methods (price comparison methods). Comparability analysis.
10. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers. Solving examples on the topic of transfer pricing in a holding. Practical applications of transfer pricing methods (profit sharing methods). Residual analysis.
11. Presentations of prepared seminar papers of students in Power Point and discussion of students' questions about these papers. Solving examples on the topic of financial planning in a holding company. Methods of creating plans in subsidiaries and Consolidated financial plan of the holding.
12. Presentations of students' seminar papers in Power Point and discussion of students' questions about these papers. Financial analysis in a holding company. Analysis of intra-holding transactions. Price application analysis. Analysis of the use of trade credit. Analysis of the application of interest on intra-holding loans.

13. Presentations of students 'seminar papers in Power Point and discussion of students' questions about these papers. Continuous written work.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 89

A	B	C	D	E	FX
32.58	38.2	14.61	11.24	3.37	0.0

Lecturer: doc. Ing. Anna Harumová, PhD.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/ MVPE22903/22	Title of course: Financial advice and financial intermediation
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: 2	
Recommended semester/trimester of study: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: 40 % interim assignments, 60 % written exam	
Student workload: 52 h (attendance at seminars 26 h, preparation for seminars and self-study 6 h, exam preparation 20 h)	
Teaching results: Knowledge: - Comprehensive overview of financial products designed for the ordinary consumer of financial services - Overview of financial products for private clients - Readiness to make independent decisions when selecting financial products - Sufficient level of financial literacy to purchase mainstream financial products - Rational decision-making in the selection of the range of financial institutions - Determination of final selection criteria, - Establishing a personal financial plan - Setting up a financial product according to own needs - Learning the procedures for selling and buying financial products and the systems of work for their distribution. Competence : - Effectively use essential information from product offerings of financial institutions, - Characterise and meaningfully set relevant parameters of financial products - To be familiar with the system of work and functioning of the intermediation of financial products, its basic features, objectives, forms of associations and legal forms of business - Rationally deal with common and unusual situations in the development and implementation of a financial plan Skill: - Identify sales methods commonly encountered by the consumer in practice. - Interpret the specifics of a financial product provider or intermediary - Analyze offerings consisting of financial products into a personal financial plan	

- Perform basic analysis and comparison in the areas of investments, deposits, loans, insurance and retirement savings

Indicative content:

1. Legislative definition of financial advice and financial intermediation,
2. History of distribution of financial products, Current market situation
3. Insurance and reinsurance - non-life insurance
4. Insurance and reinsurance - life insurance
5. Capital market - single and regular investments
6. Capital market - equity and bond market
7. Capital market - investment triangle, guarantee schemes, inflation
8. Retirement savings - Pillar II and Pillar III, individual savings schemes
9. Personal financial analysis and financial planning - client needs and requirements
10. Personal financial analysis - identification of client needs and requirements - practical example
11. Loans - basic parameters, repayment plans and their impact on the financial plan
12. Addressing the issue of home ownership
13. Financial market supervision - the role of the National Bank of Slovakia in the market

Support literature:

1. Zákon o finančnom poradenstve a finančnom sprostredkovaní č.186/2009 z. z.v znení neskorších predpisov
2. Zákon o sprostredkovaní poistenia a sprostredkovaní zaistenia č. 340/2005 v znení neskorších predpisov
3. Zákon o Národnej banke Slovenska č. 566/1992 z. z. v znení neskorších predpisov
4. Zákon o ochrane spotrebiteľa č. 250/2007 z. z. v znení neskorších predpisov
5. Zákon o bankách č.483/2001 z.z. v znení neskorších predpisov
6. Zákon o ochrane vkladov 118/1996 z. z. v znení neskorších predpisov
7. Zákon o poisťovníctve 39/2015 z. z. v znení neskorších predpisov
8. Zákon o povinnom zmluvnom poistení č. 381/2001 z. z. v znení neskorších predpisov
9. Zákon o starobnom dôchodkovom sporení č. 43/2004 z. z. v znení neskorších predpisov
10. Zákon o doplnkovom dôchodkovom sporení č. 650/2004 z. z. v znení neskorších predpisov
11. Zákon o kolektívnom investovaní č.203/2011 z.z. v znení neskorších predpisov
12. Zákon o spotrebiteľských úveroch č. 129/2010 z. z. v znení neskorších predpisov
13. Zákon o stavebnom sporení č. 310/1992 z.z. v znení neskorších predpisov
14. Zákon o burze cenných papierov č. 429/2002 z. z v znení neskorších predpisov
15. Zákon o dlhopisoch č. 530/1990 z.z. v znení neskorších predpisov
16. Zákon o cenných papieroch č. 566/2001 Z. z. v znení neskorších predpisov
17. Zákon zmenkový a šekový č. 191/1950 z.z. v znení neskorších predpisov
18. Zákon o dani z príjmu č. 595/2003 z. z. v znení neskorších predpisov
19. Zákon o platobnom styku č. 510/2002 z.z. v znení neskorších predpisov
20. Zákon o platobných službách č. 492/2009 z.z. v znení neskorších predpisov
21. Zákon o konkurze a reštrukturalizácii č. 7/2005 Z. z. v znení neskorších predpisov

Doplnková literatúra:

1. Baláž, Vladimír, Riziko a neistota: Úvod do behaviorálnej ekonomie a financií, Bratislava, VEDA, 2009. 451 s. ISBN 9788022410823
2. Piketty, Thomas, Kapitál: v 21. storočí, Bratislava, Ikar, 2015, 752 s. ISBN 9788055142487
3. Housel, Morgan, Psychológia peňazí: Nadčasové lekcie o bohatstve, chamtivosti a šťastí, Bratislava, Aurora, 2021. 256 s. ISBN 9788097372712
4. Bačová, Viera, Rozhodovanie a usudzovanie, Bratislava, Ústav experimentálnej psychológie, 2010. 207 s. ISBN 978-80-88910-30-5

5. Chovan, Pavel, Poist'ovníctvo v kocke, Bratislava, Slovenská asociácia poisťovní, 2006. 359 s. ISBN 8096741012
6. Černoňorský, Jan - Teplý, Petr, Základy financií, Praha, Grada Publishing, 2011. 304 s. ISBN 978-80-247-7463-3
7. Tyl, Tomáš, 10 zpusobu, jak se (ne)nechat pripravit o peníze, Praha, Grada Publishing, 2013, 224 s. ISBN 9788024744674
8. Syrový, Peter – Tyl, Tomáš, Osobní finance: Řízení financií pro každého, 2. vyd., Praha, Grada Publishing, 2014, 224 s. ISBN 978-80-247-4832-0
9. Ulčín, Petr, Jak prodávat, aby od vás kupovali, Praha, Grada Publishing, 2016, 176 s. ISBN 978-80-247-5727-8
10. Karpiš, Juraj, Ako na zlato: Peniaze pre neveriacich, Bratislava, Bajkal, 2021, 144 s. ISBN 978-80-99975-06-5

Syllabus:

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 22

A	B	C	D	E	FX
63.64	36.36	0.0	0.0	0.0	0.0

Lecturer: Ing. Pavel Škriniar, MBA, PhD.

Date of the latest change: 22.05.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/ MVPE22904/22	Title of course: Financial management of an enterprise - case studies
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: 2	
Recommended semester/trimester of study: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: 40 % active participation in solving tasks assigned in individual case studies, 60 % examination (colloquium)	
Student workload: 52 h (26 h attending seminars, preparing for seminars, 26 h preparing for seminars and solving case studies)	
Teaching results: Knowledge. - Comprehensive understanding of the financial processes of the enterprise - linking strategic and operational levels. - Comprehensive analysis of external and internal factors influencing the financial management of the enterprise. Skills: - Ability to identify financial issues and product orientation. - Ability to apply various tools in financial management. Competence: - Use of analytical and critical thinking skills in evaluating selected aspects of corporate financial management. - Propose solutions based on the results of internal analyses while considering external products.	
Indicative content: 1. Finance and company strategy 2. Finance and digitalisation 3. Information technology - an integral part of a finance manager's work 4. Enterprise risk management (1) - anti-money laundering measures and enterprise cyber security 5. Enterprise risk management (2) - the role of insurance 6. Legal framework for the work of the financial manager 7. Financial analysis of the firm - financial ratios 8. financial analysis of the firm - use of publicly available data on business entities to obtain a comprehensive picture of the firm's financial situation 9. Financial decision making and real business practice decision making	

10. Practical aspects of financial planning, how to understand financial statements properly, how to optimize sources of financing
11. Receivables management and customer payment ethics
12. Strategy and active management of receivables, choosing between pressure to pay and customer retention
13. Costs of debt recovery, specifics of foreign debt recovery

Support literature:

Basic literature

1. BIKÁR, M. – KMEŤKO, M. – POLEDNÁKOVÁ, A. 2016. Medzinárodný finančný manažment. Bratislava : Vydavateľstvo EKONÓM, 2016. ISBN 978-80-225-4254-8
2. SLÁVIK, Š. 2013. Strategický manažment. Bratislava : Sprint 2, 2013. ISBN 978-80-8939-396-1.
3. MAJDUCHOVÁ, H. a kol. 2018, Podnikové Hospodárstvo, Bratislava: Wolters Kluwer, 2018. ISBN 978-80-8168-806-5
4. GRANČIČOVÁ, K. a kol. 2013. Odbytová stratégia. Praktikum. Bratislava : Vydavateľstvo EKONÓM, 2013. ISBN 978-80-225-3592-2
5. MARKOVIČ, P. a kol. 2007. Manažment finančných rizík podniku. Implementácia derivátových kontraktov. Bratislava : IURA EDITION, 2007. ISBN 978-80-8078-132-3.
6. HVOŽDAROVÁ, J. – SAPARA, J. – UŽÍK, J. 2012. Konsolidovaná účtovná závierka. Zostavenie a analýza. Bratislava : Vydavateľstvo EKONÓM, 2012. ISBN 978-80-225-3509-0

Supplementary literature:

1. HANZELKOVÁ, A. – KAŘKOVSKÝ, M. – ODEHNALOVÁ, D. – VYKYPĚL, O. 2009. Strategický marketing. Teorie pro praxi. Praha : C. H. BECK, 2009. ISBN 978-80-7400-120-8.
2. HARUMOVÁ, A. 2011. Finančné riadenie holdingu. Bratislava : Vydavateľstvo Sprint dva, 2011. ISBN 978-80-89393-64-0.
3. HORNICKÁ, R. a kol. 2012. Konsolidácia účtovnej závierky v príkladoch. 2012. Bratislava : IURA EDITION, 2012. ISBN 978-80-8078-452-2..
4. HVOŽDAROVÁ, J. 2009. Konsolidácia účtovnej závierky a jej analýza. Praktikum. Bratislava : Vydavateľstvo EKONÓM, 2009. ISBN 978-80-225-2804-7.
5. KOKLES, M. – ROMANOVÁ, A. Informačný systém podniku. Bratislava : Vydavateľstvo EKONÓM, 2007. ISBN 978-80-225-2286-1.
6. MAJTÁN, Š. a kol. 2013. Odbytová stratégia. Bratislava : Sprint 2, 2013. ISBN 978-80-89393-92-3.
7. SLÁVIK, Š. 2012. Manažment zmien. Bratislava : Vydavateľstvo EKONÓM, 2012.
8. SZARKOVÁ, M. 2011. Komunikácia v manažmente. Bratislava : Vydavateľstvo EKONÓM, 2011. ISBN 978-80-225-3251-8.
9. SZARKOVÁ, M. 2007. Komunikácia podniku s externým prostredím. Bratislava : Vydavateľstvo EKONÓM, 2007.
10. THOMASOVÁ, E. 2013. Organizovanie. Teória a prax organizovania podniku. Bratislava : Sprint 2, 2013, ISBN 978-80-89393-93-0.
11. TÖPFER, A. 2008. Six Sigma. Brno: Computer Press, a.s., 2008. ISBN 978-80-251-1766-8.
12. TUMPACH, M. 2006. Medzinárodné štandardy pre zostavenie účtovnej závierky IFRS/IAS. Bratislava : IURA EDITION, 2006. ISBN 978-80-8078-72-2.
13. RUGMAN, A.M. - COLLINSON, S. 2012. International Business (6th edn), Harlow: FT Prentice-Hall
14. MCGEE, J. - THOMAS, H. - WILSON, D. 2010. Strategy: Analysis and Practice (2nd edn), Maidenhead: McGraw-Hill

Syllabus:

Language whose command is required to complete the course:

slovak					
Notes:					
Assessment of courses					
Total number of evaluated students: 13					
A	B	C	D	E	FX
30.77	23.08	7.69	30.77	7.69	0.0
Lecturer: Ing. Jakub Lukáč, PhD.					
Date of the latest change: 22.05.2022					
<p>Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.</p>					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava							
Faculty: Faculty of Business Management							
Course code: KM FPM/ MMB21500/22		Title of course: General Management					
Type, load and method of teaching activities: Form of course: Recommended load of course (number of lessons): Per week: Per course: Method of study: present							
Number of credits: 10							
Recommended semester/trimester of study:							
Degree of study: II.							
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: 150							
A	B	C	D	E	FX	npr	pr
44.0	23.33	18.0	5.33	9.33	0.0	0.0	0.0
Lecturer:							
Date of the latest change: 15.08.2022							
Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.							

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPH FPM/ MVPD22906/22	Title of course: Henkel Financial Processes
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: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: attendance and activity at seminars 40%, final presentation 60%	
Student workload: 52 h (attendance at seminars 26 h, preparation for seminars 6 h, preparation for exam 20 h)	
Teaching results: Knowledge: - Comprehensive understanding of financial processes in a multinational company Competence: - Overview and understanding of individual activities in controlling, accounting, purchasing and procurement Skill: - Presentation skills - Orientation in financial processes - Calculation of financial ratios	
Indicative content: BLOCK 1-2: Controlling activities in the company BLOCK 3-4: Source To Pay (payments from Henkel) BLOCK 5-6: Order To Cash (payments from customers) BLOCK 7-8: General Accounting (accounting activities within sub-areas) BLOCK 9-10: Finance Trade BLOCK 11-13: Final student presentations	
Support literature:	
Syllabus:	
Language whose command is required to complete the course: slovak	
Notes:	
Assessment of courses Total number of evaluated students: 21	

A	B	C	D	E	FX
71.43	9.52	9.52	9.52	0.0	0.0

Lecturer:

Date of the latest change: 22.05.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPH FPM/ MVPD22907/22	Title of course: Henkel: How is HR done?
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: 2	
Recommended semester/trimester of study: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: attendance and activity at seminars 40%, final presentation 60%	
Student workload: 52 h (attendance at seminars 26 h, preparation for seminars 6 h, preparation for exam 20 h)	
Teaching results: Knowledge: - To provide an overview of the basic HR processes in an international company through both theoretical and practical demonstrations. Competence: - Presentations - Case studies - Demonstration of how internal systems work Skill: - Better understanding of HR processes - Detailed overview of individual activities in the areas of talent management, recruitment, employee development, compensation, international mobility, motivation, etc. - Presentation skills	
Indicative content: 1. HR processes. 2. Internal company systems 3. Recruitment activities in an international company 4. Recruitment methods 5. Successful and unsuccessful personal interview 6. HR Business Partner 7. Foreign Employee Mobility 8. Data management in HR and information systems 9. Legislative requirements 10. Lifecycle Management team 11. Employer branding 12. Managing employee training	

13. Final student presentations					
Support literature: Internal company materials					
Syllabus:					
Language whose command is required to complete the course: slovak					
Notes:					
Assessment of courses Total number of evaluated students: 20					
A	B	C	D	E	FX
100.0	0.0	0.0	0.0	0.0	0.0
Lecturer:					
Date of the latest change: 22.05.2022					
Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/ MVPE22905/22	Title of course: IBM Financial Centres
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: 2	
Recommended semester/trimester of study: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: 40 % written assignments, 60 % combined examination, presentation	
Student workload: 104 h (attendance at seminars 26 h, preparation for seminars 14 h, preparation for mid-term evaluation and case studies 32 h, preparation for exam 32 h)	
Teaching results: Knowledge: - Increase awareness of the articulated areas of finance and management in an international financial centre of a multinational corporation. Understanding of the need for a general overview of the company's operations in relation to various internal corporate indicators and their use in decision making. Competence: - A combination of practical data handling, analytical and presentation skills. Obtaining information from publicly available sources, evaluating and analysing it. - Use of critical thinking based on rational reasoning based on the information provided. Apply existing theoretical knowledge to examples from the practice of a multinational company. - Propose solutions and defend conclusions or recommendations to improve the efficiency of corporate operations. Clear and concise communication of results and recommendations. Skills: - Interpret and analyze the profitability of individual product assortment components based on volume, mix and margin. - Interpret the contract lifecycle from contract signing to quantifying revenue over the life of the contract. Perform basic analyses in the area of revenue forecasting - Perform basic cost categorization analyses within the income statement. Interpret types of revenues and costs - Perform basic business analysis in the area of pricing - Prepare and present an 'executive summary' to company management	
Indicative content: 1. IBM background and strategic focus 2. Analysis of key financial ratios	

3. Sales volume/product mix/margin and their impact on decision making (Case study)
4. Financial plan of the organisational unit
5. Revenue and cost plan for products and regions (Case study)
6. Contract lifecycle from signing to contract execution
7. Estimation of revenues during contract execution, creation of a revenue plan (Case study)
8. Objectives and tasks of the pricing department (Pricing)
9. Basic principles of pricing (Case study)
10. Financial management of the company
11. Presentation of case studies, discussion
12. Presentation of case studies, discussion
13. Presentation of case studies, discussion

Support literature:

Basic literature:

1. BIKÁR, M. – KMEŤKO, M. – POLEDNÁKOVÁ, A. 2016. Medzinárodný finančný manažment. Bratislava : Vydavateľstvo EKONÓM, 2016. ISBN 978-80-225-4254-8
2. SLÁVIK, Š. 2013. Strategický manažment. Bratislava : Sprint 2, 2013. ISBN 978-80-8939-396-1.
3. MAJDUCHOVÁ, H. a kol. 2018, Podnikové Hospodárstvo, Bratislava: Wolters Kluwer, 2018. ISBN 978-80-8168-806-5
4. GRANČIČOVÁ, K. a kol. 2013. Odbytová stratégia. Praktikum. Bratislava : Vydavateľstvo EKONÓM, 2013. ISBN 978-80-225-3592-2
5. MARKOVIČ, P. a kol. 2007. Manažment finančných rizík podniku. Implementácia derivátových kontraktov. Bratislava : IURA EDITION, 2007. ISBN 978-80-8078-132-3.
6. HVOŽDAROVÁ, J. – SAPARA, J. – UŽÍK, J. 2012. Konsolidovaná účtovná závierka. Zostavenie a analýza. Bratislava : Vydavateľstvo EKONÓM, 2012. ISBN 978-80-225-3509-0

Supplementary literature:

1. HANZELKOVÁ, A. – KAŘKOVSKÝ, M. – ODEHNALOVÁ, D. – VYKYPĚL, O. 2009. Strategický marketing. Teorie pro praxi. Praha : C. H. BECK, 2009. ISBN 978-80-7400-120-8.
2. HARUMOVÁ, A. 2011. Finančné riadenie holdingu. Bratislava : Vydavateľstvo Sprint dva, 2011. ISBN 978-80-89393-64-0.
3. HORNICKÁ, R. a kol. 2012. Konsolidácia účtovnej závierky v príkladoch. 2012. Bratislava : IURA EDITION, 2012. ISBN 978-80-8078-452-2..
4. HVOŽDAROVÁ, J. 2009. Konsolidácia účtovnej závierky a jej analýza. Praktikum. Bratislava : Vydavateľstvo EKONÓM, 2009. ISBN 978-80-225-2804-7.
5. KOKLES, M. – ROMANOVÁ, A. Informačný systém podniku. Bratislava : Vydavateľstvo EKONÓM, 2007. ISBN 978-80-225-2286-1.
6. MAJTÁN, Š. a kol. 2013. Odbytová stratégia. Bratislava : Sprint 2, 2013. ISBN 978-80-89393-92-3.
7. SLÁVIK, Š. 2012. Manažment zmien. Bratislava : Vydavateľstvo EKONÓM, 2012.
8. SZARKOVÁ, M. 2011. Komunikácia v manažmente. Bratislava : Vydavateľstvo EKONÓM, 2011. ISBN 978-80-225-3251-8.
9. SZARKOVÁ, M. 2007. Komunikácia podniku s externým prostredím. Bratislava : Vydavateľstvo EKONÓM, 2007.
10. THOMASOVÁ, E. 2013. Organizovanie. Teória a prax organizovania podniku. Bratislava : Sprint 2, 2013, ISBN 978-80-89393-93-0.
11. TÖPFER, A. 2008. Six Sigma. Brno: Computer Press, a.s., 2008. ISBN 978-80-251-1766-8.
12. TUMPACH, M. 2006. Medzinárodné štandardy pre zostavenie účtovnej závierky IFRS/IAS. Bratislava : IURA EDITION, 2006. ISBN 978-80-8078-72-2.
13. RUGMAN, A.M. - COLLINSON, S. 2012. International Business (6th edn), Harlow: FT Prentice-Hall

14. MCGEE, J. - THOMAS, H. - WILSON, D. 2010. Strategy: Analysis and Practice (2nd edn), Maidenhead: McGraw-Hill

Syllabus:

Language whose command is required to complete the course:

Slovak, English

Notes:

Assessment of courses

Total number of evaluated students: 20

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

Lecturer: doc. Ing. Marián Smorada, PhD.

Date of the latest change: 22.05.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KIM FPM/ MMA21014/21	Title of course: IT Governance
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: 2.	
Degree of study: II.	
Prerequisites: KIM FPM/MMA21008/21-Information Technology Management or KIM FPM/MMA21012/21-Business Informatics	
Requirements to complete the course: 30% seminar work (project presentation), 70% written exam	
Student workload: 130 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, project preparation 15 h, exam preparation 37 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of enterprise information technology governance and management, through the definition of IT decisions, responsibilities for IT decisions, IT management processes, taking into account current standards and norms applicable in IT governance and management frameworks. Competence: <ul style="list-style-type: none"> • the ability to apply the principles of economics, human resources, project management and standardization in enterprise informatics to the design of the essential parts of an IT governance system, • the ability to identify the essential processes of IT management at different levels, • critically evaluate the maturity level of the IT management system in defined areas. Skill: <ul style="list-style-type: none"> • evaluate the alignment of information technology with business activities, • identify key IT governance decisions, define their content and the responsibilities of individual stakeholders, • select the appropriate IT governance practices contained in IT governance standards, • know the content of the various standards applicable to IT governance and management, • apply the selected IT governance maturity model and determine the level of maturity of each IT governance area. 	
Indicative content: Thematic definition of lectures: <ol style="list-style-type: none"> 1. Definition of the terms informatics, applied informatics, business informatics. 2. IT governance basics. 	

3. Strategic alignment of IT with business activities.
5. Integrated IT governance framework and the benefits of using it.
6. Integrated IT governance framework - COBIT.
7. The concept of IT governance according to ISO 38500 Corporate governance of information technology.
8. IT Service Management (ITSM).
9. ISO/IEC 20000 - Information technology.
10. Inhibitors and critical factors affecting IT governance.
11. Maturity models used to assess the level of IT Governance.
12. IT performance management, control and risk management.
13. Future IT Governance - Blueprint concepts.

Thematic definition of exercises:

1. The importance of IT governance and strategic planning.
2. The current state of IT governance.
3. Alignment of IT strategy with corporate strategy.
4. IT governance as an important part of any organisation's governance framework.
5. Key IT decisions - what to decide and who decides.
6. IT decisions by applying the Weill - Ross matrix.
7. IT governance processes with a focus on the level of strategic decisions by applying the COBIT standard.
8. Applying the COBIT standard with a focus on IT Governance processes.
9. Compare and identify the differences in IT Governance between COBIT and ISO standard 38500 by level and area.
10. Designing IT management processes for a selected area of the ITIL standard.
11. Application of the selected part of the ITIL standard to a specific IT management service.
12. Evaluating the maturity level in IT Governance by applying a concrete maturity model to examples of specific companies.
13. Presentation of IT Governance process design projects in a specific company.

Support literature:

Basic literature:

1. ROMANOVÁ, Anita. IT Governance and the Maturity Level of Strategic Alignment with IT.. 1st Edition. Praha : Wolters Kluwer ČR, 2019. 80 s. ISBN 978-80-7598-662-7.
2. ROMANOVÁ, Anita. IT Governance and Factors Affecting its Application : In Companies in the Slovak Republic. 1. Edition. Praha : Wolters Kluwer, 2018. 143 s. ISBN 978-80-7598-223-0.
3. WEILL, Peter, – ROSS Jeanne W. IT Governance: How Top Performers Manage IT Decision Rights for Superior Results. Harvard : Harvard Business Review Press, 2004. 269 s. ISBN 1591392535.
4. MOELLER, Robert. Executive's Guide to IT Governance: Improving Systems Processes with Service Management, COBIT, and ITIL. Hardcover. Hoboken : John Wiley & Sons, 2013. 416 s. ISBN 978-1118138618.
5. WEILL, Peter – ROSS Jeanne W. IT governance on one page. Available at SSRN 664612 2004.
6. 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.

Supplementary literature:

1. WALLACE, Michael – WEBBER, Larry. IT Governance. Policies & Procedures. Riverwoods : Wolters Kluwer, 2019. 1468 s. ISBN 1543810993.

2. SCHINDLWICK, Helmut IT. Governance: How to Reduce Costs and Improve Data Quality through the Implementation of IT Governance. Paperback. Scotts Valley: CreateSpace Independent Publishing, 2017. 158 s. ISBN 978-1539535263.
3. WILKIN, C. L., – CHENHALL, R. H. A review of IT governance: A taxonomy to inform accounting information systems. In: Journal of Information Systems, 2010. 24(2), 107-146.
4. WILKIN, C. L., – CAMPBELL, J., – MOORE, S. Creating value through governing IT deployment in a public/private-sector inter-organisational context: A human agency perspective. In: European Journal of Information Systems, 2013. 22(5), 498-511.
5. WILLSON, P., – POLLARD, C. Exploring IT governance in theory and practice in a large multi-national organisation in Australia. In: Information Systems Management, 26(2), 98-109.
6. WINNIFORD, M. et al. Confusion in the Ranks: IT Service Management Practice and Terminology. In: Information Systems Management. ISSN 1058-0530, 2009, no. 26. p. 153-163

Syllabus:

Thematic definition of lectures:

1. Definition of the terms informatics, applied informatics, business informatics. Content of IT governance and management - definition, purpose, differences. The executive's view of the importance and position of IT in the enterprise. Key roles, responsibilities and decision rights in IT governance and management
2. IT governance basics - the need for IT governance policies and processes. Key resources and functions that need to be managed. Critical pillars of IT governance - organisation/people, processes and technology.
3. Strategic alignment of IT with business activities - alignment principles, integration of business and IT plan, IT alignment triangle with business and IT portfolio management.
4. The process of building an IT governance concept. A general model for improving governance processes. Key decisions. Decision models. Weill - Ross matrix - decision patterns, decision areas and degree of centralization.
5. Integrated IT governance framework and the benefits of using it. Reference models, frameworks and standards in IT governance. COBIT, ITIL, ISO 38500.
6. Integrated IT governance framework - COBIT. IT Governance processes - evaluation, management and monitoring. IT Governance processes - alignment, planning and organising; building, sourcing and implementing; delivery, service and support; monitoring, evaluation and assessment.
7. The concept of IT governance according to ISO 38500 Corporate governance of information technology - the subject of the standard, its application and objectives. Framework of the IT Governance model. Procedures and principles for creating an IT Governance model.
8. IT Service Management (ITSM). The IT governance concept according to ITIL. Service strategy. Service design. Service implementation. Service operation. Continuous improvement of the service. ITIL v4 in the era of digital transformation - emphasis
9. ISO/IEC 20000 - Information technology - Service management (defining processes, applying recommendations, defining the scope of a service management system, reference model, guidance on implementing an IT service management system). Possibilities of using other standards and methodologies - PRINCE, TOGAF.
10. Inhibitors and critical factors affecting IT governance - technical, social and managerial. Gaps in IT Governance. IT Governance Performance.
11. Maturity models used to assess the level of IT Governance - Luftman Maturity Model, CMMI model and others . Prerequisites for creating a successful IT Governance concept.
12. IT performance management, control and risk management. Key performance indicators, balanced scorecard. Key areas of IT control. Assessment, management and mitigation of IT governance risks.

13. Future IT Governance - Blueprint concepts.. Impact of digitalization on IT processes. Opportunities for digital innovation and digital transformation.

Thematic definition of exercises:

1. The importance of IT governance and strategic planning. The main responsibilities associated with IT governance. Management support and commitment to IT. The strategic importance of IT to the business. Determining the appropriate IT strategy.
2. The current state of IT governance. Assessment of the current state of governance using specific organisations as examples. Information systems and information technology as a key element in different organizations.
3. Alignment of IT strategy with corporate strategy - minimizing associated risks, value generation, accountability. Ensuring the achievement of desired outcomes - having a set of adequate resources and system measurement.
4. IT governance as an important part of any organisation's governance framework. IT governance model - processes, tasks and technologies implemented at strategic, tactical and operational levels.
5. Key IT decisions - what to decide and who decides. Identifying the key decisions that and to be made and who should make them. Identifying the decisions in each case study and comparing them, identifying differences and specificities in IT governance in the compared companies.
6. IT decisions by applying the Weill - Ross matrix. Degree of centralization and decentralization, decision areas and decision patterns used in the companies. Application to examples of specific enterprises.
7. IT governance processes with a focus on the level of strategic decisions by applying the COBIT standard with an emphasis on the evaluation, management and monitoring of IT processes and activities at the strategic level.
8. Applying the COBIT standard with a focus on IT Governance processes - alignment, planning and organizing; building, sourcing and executing; delivery, service and support; monitoring, evaluation and assessment.
9. Compare and identify the differences in IT Governance between COBIT and ISO standard 38500 by level and area.
10. Designing IT management processes for a selected area of the ITIL standard, analysing it thoroughly, understanding it and selecting the most appropriate recommendations.
11. Application of the selected part of the ITIL standard to a specific IT management service using a specific company and its processes as an example.
12. Evaluating the maturity level in IT Governance by applying a concrete maturity model to examples of specific companies.
13. Presentation of IT Governance process design projects in a specific company, focusing on the following parts - key roles, responsibilities and decision rights; design of the core areas of IT Governance, assessment of the level based on the selected maturity model.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 26

A	B	C	D	E	FX
46.15	34.62	15.38	3.85	0.0	0.0

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KIM FPM/ MMA21007/21	Title of course: Information Security Management
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: 4.	
Degree of study: II.	
Prerequisites: KIM FPM/MMA21008/21-Information Technology Management or KIM FPM/MMA21006/21-Business Information System	
Requirements to complete the course: 30 % continuous written work, 70 % combined examination	
Student workload: 78 h (participation in seminars 26 h, preparation for continuous written work 26 h, preparation for exam 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of information security management through the content definition of information security, knowledge of legislation and models related to information security, identification of information assets, analysis of information risks and knowledge of effective security measures to ensure the information security of the enterprise. Competence: <ul style="list-style-type: none"> • effectively use essential information about information security management to achieve optimal information security for the enterprise, • assess the information assets of the enterprise, • evaluate information security risks to the enterprise, • propose solutions and defend recommendations to enhance enterprise information security, • assess the effectiveness and efficiency of security measures and the project of information security management of the enterprise. Skill: <ul style="list-style-type: none"> • analyze the vulnerability of the enterprise's information assets, • quantitatively and qualitatively analyze security risks, • design organizational, competence and technical security measures to eliminate security incidents, • develop a project of information security of the enterprise, • prepare the enterprise for information security management audit and certification. 	
Indicative content: Thematic definition of exercises: <ol style="list-style-type: none"> 1. Information security management of the enterprise. 2. Legislation, norms and standards of information security management. 	

3. Information assets of the enterprise.
4. Security incidents in enterprises.
5. Information security risk.
6. Information security risk management.
7. Security measures.
8. Information security management models.
9. Information security project for the enterprise I. (initial phase)
10. Information security project for the enterprise II. (implementation phase)
11. Audit of information security management.
12. Certification of information security management.
13. Lecture by a practice representative.

Support literature:

Basic literature:

1. TIPTON, Harold F. - NOZAKI, Micki Krause. Information Security Management Handbook. Volume 6. Milton Park, Abingdon : Auerbach Publications, 2016. 504 s. ISBN 9781138199750.
2. Zákon č. 18/2018 Z. z. o ochrane osobných údajov a o zmene a doplnení niektorých zákonov.
3. Zákon č. 69/2018 Z. z. o kybernetickej bezpečnosti a o zmene a doplnení niektorých zákonov.
4. STN ISO/IEC 27001: 2014: Informačné technológie – Bezpečnostné metódy – Systémy riadenia informačnej bezpečnosti – Požiadavky.
5. ČERMÁK, Miroslav. Řízení informačních rizik v praxi. Brno : Tribun EU, 2009. s. 136. ISBN 978-80-7399-731-1.
6. ONDRÁK, Viktor. – SEDLÁK, Petr – MAZÁLEK, Vladimír. Problematika ISMS v manažerské informatice. Brno : Akademické nakladatelství CERM, 2014. s. 378. ISBN 9788072048724.
7. STRNÁD, Ondrej. Riadenie rizík informačnej bezpečnosti. Ostrava : Amos, 2010. 238 s. ISBN 9788090452398.
8. STRNÁD, Ondrej. Systém riadenia informačnej bezpečnosti. Ostrava : Amos, 2013. 262 s. ISBN 978-80-87691-03-8.

Supplementary literature:

1. CSIRT.SK. Informačná bezpečnosť – Štandardy a legislatíva. Bratislava, 2021. Dostupné na internete: <<https://www.csirt.gov.sk/informacna-bezpecnost/standardy-a-legislativa-813.html>>.
2. CSIRT.SK. Štandardy informačnej bezpečnosti. Bratislava, 2020. Dostupné na internete: <<https://www.csirt.gov.sk/bezpecnostna-studovna/sulad/standardy-informacnej-bezpecnosti-877.html>>;
3. ENISA. 2015 (a). The ISMS Framework. [online]. 2015 [cit. 2015-12-01]. Dostupné na internete: <<https://www.enisa.europa.eu/activities/risk-management/current-risk/risk-management-inventory/rm-isms/framework>>.
4. KOSTRECOVÁ, Eva. Informačná bezpečnosť. Bratislava : STU, 2013. 83 s. ISBN 9788022739276.
5. NBÚ SR. 2016. Strategické dokumenty. Bratislava: Národný bezpečnostný úrad, 2020. Dostupné na internete: <<https://www.nbu.gov.sk/kyberneticka-bezpecnost/strategicke-dokumenty/index.html>>.
6. VACULÍK, Juraj. Manažment bezpečnosti informačného systému. Žilina : Edis, 2018. 288 s. ISBN 9788055414621.

Syllabus:

Thematic definition of exercises:

1. Information security management of the enterprise. Information security - background, objectives and requirements. Attributes of information security. Subject of information security

protection, IS assets, structure and framework of information security management. Concepts of cyber security in the Slovak Republic.

2. Legislation, norms and standards of information security management. National and international standards defining information security management - Cyber Security Act, Criminal Law, GDPR, Public Administration Information Systems Act, ISO/IEC 27000 Council Standards, COBIT process framework, ITIL. National Cyber Security Strategy. Information security management system certification.

3. Information assets of the enterprise. Analysis of enterprise information assets, classification, types and categories of information assets. Valuation of information assets. Vulnerability analysis.

4. Security incidents in enterprises. Security threats, incidents, categories of security incidents. Security threat life cycle. Sources of security incidents, likelihood of security incidents and threats in the enterprise. Detection of security incidents in the enterprise. Cyber threat trends.

5. Information security risk. Information security vulnerabilities and risks. Evaluation and assessment of security risks - qualitative and quantitative analysis of information security risks. Risk level. Risk metrics.

6. Information security risk management. Impact of information security risk on management and economic indicators of the enterprise. Risk management plan. Mitigation of information security risks.

7. Security measures. Requirements for security measures. Types and categories of security measures. Organizational, competency and technical security measures. Measures to eliminate and mitigate security risks. Adequate security vs. acceptable cost, effectiveness and efficiency of security measures.

8. Information security management models - PDCA model, Activate-Adapt-Anticipate, Confidentiality-Integrity-Availability, TQISM, ISSRM Domain Model, General Impact Factor Model, BMIS Model, Information Security Management System Process Maps, Cybersecurity Framework.

9. Information security project for the enterprise I. (initial phase) - content, structure and documentation. Information security management system planning for the enterprise. Detection and analysis of security risks. Quantitative and qualitative risk analysis.

Continuous assessment - verification of knowledge and skills students acquired during the semester.

10. Information security project for the enterprise II. (implementation phase) - implementation and operation of the information security system. Monitoring and review. Feedback. Maintenance and Improvement.

11. Audit and certification of information security management. Role of security audit, importance and benefits of security audit for the enterprise. Possibilities of security audit implementation. Certification of information systems - types of certification, role and importance of certification, benefits of certification for the enterprise, stages of certification.

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. Benita Beláňová, PhD., doc. Ing. Vladimír Bolek, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KIM FPM/ MMA21008/21	Title of course: Information Technology 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: 1.	
Degree of study: II.	
Prerequisites: KIM FPM/MMA21012/21-Business Informatics or KIM FPM/MMA21006/21-Business Information System	
Requirements to complete the course: 15 % continuous written work, 15 % presentation of seminar work, 70 % written examination	
Student 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)	
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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 812

A	B	C	D	E	FX
20.32	18.35	24.14	26.6	6.65	3.94

Lecturer: Ing. Diana Bednarčíková, doc. Ing. Vladimír Bolek, PhD., doc. Ing. Anna Hamranová, PhD., Ing. Peter Zahradník, PhD., doc. Ing. Anita Romanová, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21001/21	Title of course: Intercultural 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: 5	
Recommended semester/trimester of study: 3.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21027/21-Management or KM FPM/MMB21015/21-Personnel Management or KM FPM/MMB21021/21-Human Resource Management	
Requirements to complete the course: 40% continuous written work, 60% combined exam	
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)	
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:

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

Thematic definition of exercises:

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

Support literature:

Basic literature:

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

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

Syllabus:

Thematic definition of lectures:

Week 1:

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

Week 2:

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

Week 3:

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

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

Week 4:

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

Week 5:

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

Week 6:

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

Week 7:

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

Week 8:

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

Week 9:

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

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

Week 10:

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

Week 11:

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

Week 12:

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

Week 13:

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

Thematic definition of exercises:

1 week:

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

Week 2:

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

Week 3

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

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

Week 4

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

Week 5

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

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

Week 6

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

Week 7:

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

Week 8:

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

Week 9:

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

Week 10:

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

Week 11:

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

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

Week 12:

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

Week 13:

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

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 127

A	B	C	D	E	FX
34.65	18.9	11.02	25.2	10.24	0.0

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/MME21013/21	Title of course: International Financial 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: 5	
Recommended semester/trimester of study: 3.	
Degree of study: II.	
Prerequisites: KPF FPM/MME21011/21-Financial Management or KPF FPM/MME21015/21-Corporate Finance	
Requirements to complete the course: 10 % continuous seminar work on the assigned topic, 30 % continuous written work from examples, 60 % oral examination	
Student workload: 130 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 12 h, preparation for midterm written tests and a credit paper 10 h, processing of a seminar paper 4 h, preparation for an exam 52 h)	
Teaching results: Knowledge: The aim of the course will be the acquisition and expansion of knowledge and skills, as well as methods and tools from the financial management of international companies in obtaining funds in international financial markets, whether equity or debt securities, as well as the use of alternative sources of financing the parent companies as well as subsidiaries, the options for investing funds through investment projects or portfolio investments using analysis of currency risk, interest rate risk and political risk, the methods of predicting exchange rates and the options of hedging against risks using financial derivatives in various financial markets. Competence: <ul style="list-style-type: none"> • assess the development of exchange rates in terms of the possibility of obtaining funds and investing them • effectively manage the currency risks of companies in financial decision-making, • assess the possibilities of foreign investment in terms of political risk, • propose a way of managing the working capital of international companies by applying centralized cash management and optimizing cash flow, • assess the capital structure of subsidiaries in terms of the options of raising capital on the international financial markets. Skill: <ul style="list-style-type: none"> • analyse the factors influencing the management of international companies, in particular the development of the Balance of Payments, international cash flow, international financial markets, • quantify transactional, economic and accounting exposure, as well as the methods of its settlement, • acquire skills in application of currency derivatives on the futures and options market, 	

- utilize specific exchange rate forecasting techniques for estimating the development of exchange rates of selected currencies,
- evaluate individual international financial markets in terms of obtaining and investing funds of international companies.

Indicative content:

Thematic definition of lectures:

1. Global financial environment.
2. International cash flows.
3. International financial markets, their history.
4. Exchange rate and its determinants.
5. The effects of governments on the exchange rate.
6. The relationship between inflation, interest rates and the exchange rate.
7. Exchange rate prediction and its significance for companies.
8. Measuring the sensitivity of exchange rate fluctuations.
9. Cross-border mergers and acquisitions.
10. Foreign direct investment.
11. International capital structure and cost of capital.
12. Financing of international trade, payment methods in international trade, agencies for the facilitation of foreign trade.
13. International cash management.

Thematic definition of exercises:

1. Determination of conditions for credit and exam
2. International currency markets / exchange rate, cross rate
3. Measurement of the change in spot exchange rates
4. International parity conditions
5. Transaction exposure / receivables management
6. Transaction exposure / liability management
7. Economic exposure
8. Accounting exposure
9. Interest rate exposure and interest rate risk
10. International investment
11. Management of working capital
12. Securitization of assets
13. Credit exam.

Support literature:

Basic literature:

1. BIKÁR, Miloš - KMEŤKO, Miroslav - POLEDNÁKOVÁ, Anna. Medzinárodný finančný manažment. Bratislava : Vydavateľstvo EKONÓM, 2016. ISBN 978-80-225-4254-8.
2. BIKÁR, Miloš - KMEŤKO, Miroslav. Medzinárodný finančný manažment : zbierka príkladov. Bratislava : Vydavateľstvo EKONÓM, 2017. ISBN 978-80-225-4425-2.
3. BIKÁR, Miloš - KMEŤKO, Miroslav. Finančné trhy a modely ich predikcií. 1. vydanie. Praha : Wolters Kluwer, 2018. 128 s. ISBN 978-80-7598-155-4.
4. BIKÁR, Miloš - KMEŤKO, Miroslav. Finančné trhy a modely ich predikcií. 2. rozšírené vydanie. Praha : Wolters Kluwer, 2019. ISBN 978-80-7598-254-4.
5. POLEDNÁKOVÁ, Anna - MATKOVČÍKOVÁ, Natália. Ľudské zdroje a synergický efekt v procese fúzií a akvizícií. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2020. 70 s. ISBN 978-80-225-4779-6.

Supplementary literature:

1. EITEMAN, K. David – MOFFETT, H. Michael – STONEHILL, I. Arthur. Multinational Business Finance. 14. vydanie, London : Pearson International, 2016. ISBN 978-1-292-09787-9.
2. MADURA JEFF: International Financial Management. 14. vydanie. Boston: CENGAGE, 2021. ISBN 978-0-357-13054-4.
3. BIKÁR, Miloš - KALUSOVÁ, Lenka. Asset Allocation in the Financial and Non-Financial Companies. Reviewers: 1st Edition. Praha : Wolters Kluwer ČR, 2021. ISBN 978-80-7676-015-8.
4. SUDARSANAM, Sudi. Creating value from mergers and Acquisitions. Harlow : Pearson Education limited, 2010. 786 s. ISBN 978-0-273-71539-9.
5. SHAPIRO, Alan C. Multinational Financial Management. 10th edition. Hoboken: John Wiley & Sons, 2013. 736 s. ISBN 978-1-11-857238-2.

Syllabus:

Thematic definition of lectures:

1. Global financial environment. International Financial Management - Overview. Management of international companies, management structure of international companies, the agency problems. Theory of comparative advantages. Market imperfections. Business methods in international trade.
2. International cash flows. Balance of Payments, its importance for exchange rate management. Current, financial and capital account of the Balance of Payments. Globalization and the growth of international trade. Factors affecting international cash flows. International capital flows. Factors influencing foreign investment decision, portfolio investment.
3. International financial markets, their history. Interest rates on the international money market. Money market securities risk. International credit market and syndicated credit. International bond market. Eurobond market and their risk. International stock market. Issue on shares in foreign financial markets.
4. Exchange rate and its determinants. Measuring exchange rate movements. Factors affecting the exchange rate. The impact of inflation, interest rates, revenues, government controls and investors' expectations on the exchange rate. Mutual relationship of individual factors. Impact of liquidity on the exchange rate. Cross exchange rate movements.
5. The effects of governments on the exchange rate. Exchange rate systems. Characteristics of a fixed system, a free-floating exchange rate, a controlled floating exchange rate, a tied exchange rate. Single European currency. Eurozone monetary policy
6. The relationship between inflation, interest rates and the exchange rate. Interpretation of purchasing power parity. Use of Purchasing Power Parity to estimate exchange rates. The International Fisher Effect, and the Consequences of the International Fisher Effect. International arbitrage and Interest Rate Parity. Interest Rate Parity and its observance. Covered interest arbitrage process. Comparing different types of arbitrage.
7. Exchange rate prediction and its significance for companies. Exchange rate prediction techniques. Technical analysis, its essence and limits. Fundamental prediction of exchange rates. Use of purchasing power parity for prediction. Limits of fundamental prediction. Market based prediction. Consequences of the international Fisher effect on the prediction of exchange rates.
8. Measuring the sensitivity of exchange rate fluctuations. Transaction exposure measurement. Measuring economic exposure. Accounting exposure measurement. Use of hedging instruments for controlled transaction exposure. Managing economic exposure through cash flow stability, reducing capital costs and risk. Management of accounting exposure through balance sheet hedging and futures contracts.
9. Cross-border mergers and acquisitions. Historical overview of the development of mergers and acquisitions in the USA, UK and EU. Forms of mergers and their characteristics. Motivation of international companies to carry out mergers and acquisitions-changes in the global environment, macro motivation and micro motivation. Two levels of the merger and acquisition process. Strategy and management. Financial analysis and strategy.

10. Foreign direct investment. Motives for foreign direct investment. International portfolio investment. The benefits of international diversification. Barriers to foreign direct investment. Measuring political risk. Three dimensions of political risk - micro-risks, macro-risks and global risks -. Ways of managing political risk at the enterprise, state and global economy levels.

11. International capital structure and cost of capital. Components of capital. Decision - making processes on capital structure in international companies. Subsidiaries versus parent company. International moods of capital. Cost of capital and their differences in individual countries.

12. Financing of international trade, payment methods in international trade, agencies for the facilitation of foreign trade. Export-import banks and their role in international trade. Private export companies. Foreign private investment companies.

13. International cash management. International working capital management. Costs and revenues of subsidiaries, dividend payments of subsidiaries, cash sorting. Centralized cash management, its benefits. Cash optimization, conversion cost minimization. Cash transfer management between subsidiaries.

Thematic definition of exercises:

1. Determination of conditions for credit and exam. Solving examples and presentation of papers / seminar papers at each exercise.

2. International currency markets / exchange rate, cross rate (Calculation of exchange rate spread, selected currencies, calculation of forward exchange rate, calculation of discount and premium of selected currencies, calculation of cross exchange rate of selected currencies, calculation of income from currency arbitrage).

3. Measurement of the change in spot exchange rates (calculation of the percentage change in the exchange rate with direct and indirect quotation of currencies, calculation of the size of the percentage appreciation, or devaluation of selected currencies).

4. International parity conditions (calculation of exchange rate due to purchasing power parity, calculation of interest rate using Fisher effect, calculation of expected exchange rate, calculation of profit / loss of covered and uncovered arbitrage, calculation of forward exchange rate).

5. Transaction exposure / receivables management (hedging the change in the exchange rate through money market hedging, hedging on the futures market through selected instruments, hedging on the Option market through a call or put option).

6. Transaction exposure / liability management (hedging exchange rate changes through money market hedging, futures hedging through selected instruments, hedging on the options market through call or put options)

7. Economic exposure (Calculation of cash flow and net present value for various exchange rate alternatives and comparison of alternatives)

8. Accounting exposure (Calculation of translational profit or loss using the usual method and the temporal method, use of forward contracts to eliminate currency risk)

9. Interest rate exposure and interest rate risk (calculation of interest rate according to individual methods, calculation of forward interest rates, calculation of profit / loss of FRA contracts, use of swaps and OTC option contracts to mitigate risk)

10. International investment (calculation of currency yield of foreign change securities, calculation of total yield of foreign securities - shares, bonds, calculation of yield and risk of international portfolio).

11. Management of working capital (calculation of funds using / not using the central depository, calculation of mutual cash flows of multilateral netting, calculation of extended trade credit costs,

12. Securitization of assets (examples of the use of on-balance sheet and off-balance sheet securitization, examples of securitization with selected credit derivatives, swaps.).

13. Credit exam.

Language whose command is required to complete the course:

Slovak

Notes:**Assessment of courses**

Total number of evaluated students: 49

A	B	C	D	E	FX
10.2	16.33	46.94	20.41	6.12	0.0

Lecturer: doc. Ing. Miloš Bikár, PhD., prof. Dr. Ing. Anna Polednáková**Date of the latest change:** 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21010/21	Title of course: International Management and Business
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: 3.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21027/21-Management	
Requirements to complete the course: 40 % core module assignments 60 % final exam (written exam)	
Student workload: 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)	
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: <ol style="list-style-type: none"> 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
13. International trade and entrepreneurship in the world and in Slovakia.

Support literature:

Basic literature:

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

Supplementary literature:

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

Syllabus:

Thematic definition of lectures:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Thematic definition of seminars:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 297

A	B	C	D	E	FX
29.29	35.02	21.55	13.47	0.67	0.0

Lecturer: Ing. Katarína Procházková, PhD., Ing. Richard Bednár, PhD.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/MME21012/21	Title of course: International Taxation
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: 2.	
Degree of study: II.	
Prerequisites: KPF FPM/MME21011/21-Financial Management or KPF FPM/MME21015/21-Corporate Finance	
Requirements to complete the course: 20 % continuous seminar work on the assigned topic, 20 % continuous solution of examples and case studies, 60 % written examination	
Student workload: 78 h (participation in seminars/exercises 26 h, preparation for seminars/exercises - elaboration of seminar work and elaboration of home assignments 26 h, preparation for exam 26 h)	
Teaching results: Knowledge: Acquisition of theoretical and practical knowledge and understanding of international taxation. Students will get acquainted with the international aspects of taxation in the world - with the impact of globalization on international and national taxation, with harmonization processes in the EU - the current state, problems and trends in both direct and indirect taxation. They will gain an overview of the key problems of international taxation - the basic principles of international taxation, the causes of international double taxation and measures to eliminate it, learn methods of avoiding double taxation (exemption method, credit method, method of including foreign tax in costs), get acquainted with the conclusion of tax treaties, with their objectives, the conclusion process, the OECD Model Tax Convention, the UN Model Tax Convention, the US Model Tax Convention and the Multilateral Instrument as part of the BEPS initiative to combat aggressive tax planning. They will also be acquainted with the ATAP and ATAD directives and other measures that are to eliminate resp. prevent tax avoidance, tax fraud, tax evasion and tax havens in the world and in the EU. Students will also gain knowledge about the issue of transfer pricing - the basic principles in transfer pricing, legislation and methods of transfer pricing, documentation of transfer pricing, forms of business and permanent establishment in international tax relations, taxation of individual income and capital (unlimited taxation). income and capital in the source country, limited taxation of income and capital in the source country, taxation of income and capital in the country of residence), economic double taxation, etc. Competence: <ul style="list-style-type: none"> • effectively use essential information obtained on the basis of a study of the OECD Model Tax Convention, concluded bilateral agreements on the avoidance of double taxation (valid for the Slovak Republic) and domestic tax legislation concerning issues of international taxation, 	

- use knowledge of legislative standards (OECD, EU, bilateral international treaties and domestic tax legislation),
- apply the methods of avoiding double taxation (the exemption method, credit method)
- apply transfer pricing methods, etc.

Skill:

- ability to apply international aspects of taxation in the world in specific situations in the taxation of business entities that are residents of the Slovak Republic and foreign entities doing business in Slovakia,
- ability to solve basic problems of international taxation of business entities in international tax relations,
- apply the OECD Model Convention in international income and capital taxation,
- be familiar with international tax treaties on the avoidance of double taxation and amendments thereto, which result from a multilateral instrument, etc.

Indicative content:

Thematic definition of seminars/exercises:

1. Introduction to the subject, organizational instructions, division of seminar papers, home assignments and examples, repetition
2. Taxation in the conditions of globalization of the economy
3. Problems of international taxation
4. International treaties on the avoidance of double taxation
5. The OECD Model Tax Convention on the avoidance of double taxation, practical applications of international double taxation treaties
6. Transfer pricing, practical applications focused on transfer pricing
7. Forms of business and permanent establishment in international tax relations
8. Presentation of seminar papers on the topic: Brexit - the impact on the tax system of the Slovak Republic
9. Taxation of dividends, royalties as an object of taxation in international tax relations
10. Taxation of income and capital only in the states of residence and income from independent professions
11. Determining the taxation of income and property
12. Economic double taxation
13. Final evaluation of students

Support literature:

Basic literature:

1. LÉNÁRTOVÁ, Gizela - DOPIRIAK, Rastislav - PODOLINSKÝ, Vladimír. Medzinárodné zdanenie. Bratislava : Vydavateľstvo EKONÓM, 2003. 236 s. ISBN 80-225-1692-9.
2. LÉNÁRTOVÁ, Gizela. Medzinárodné zdanenie. Bratislava : Vydavateľstvo EKONÓM, 2014. 268 s. ISBN 978-80-225-3772-8.
3. LÉNÁRTOVÁ, Gizela. Harmonizácia daní v Európskej únii. Bratislava : Vydavateľstvo EKONÓM, Bratislava, 2012. 114 s. ISBN 978-80-225-3501-4.
4. Modelová zmluva OECD a Zmluvy o zamedzení dvojitého zdanenia SR s vybranými krajinami vo svete (napr. SRN, Rakúsko, Maďarsko, ČR, USA a iné)
5. Zákon o dani z príjmov č. 595/2003 Z. z. v znení neskorších predpisov
6. Odporúčané legislatívne normy a dokumenty EÚ a OECD
7. Aktualizované študijné materiály zaslané študentom prostredníctvom e-mailu v priebehu semestra

Supplementary literature:

1. DOERNBERG, R. L. International Taxation in a nutshell. St. Paul, MN : WEST PUBLISHING CO. Thomson Reuters. 2012. 546 s. ISBN 978-0-314-27531-8.

2. OATS, Lynne - MULLIGAN, Emer. Principles of International Taxation. Eighth Edition. Bloomsbury Professional, Tax, 2021. 712 s. ISBN 9781526519559.
3. GARCIA-BERNARDO, Javier - JANSKÝ, Petr. Profit Shifting of Multinational Corporations Worldwide. ICTD Working Paper 119. First published by the Institute of Development Studies in March 2021. ISBN: 978-1-78118-783-8.
4. KOČIŠ, Michal. Úvod do práva transferového oceňovania. Bratislava : Wolters Kluwer, 2015. 246 s. ISBN 978-80-8168-226-1.
5. LÉNARTOVÁ, Gizela. Zdaňovanie korporácií a ich akcionárov – ekonomické dvojité zdanenie. In: Ekonomika a manažment: vedecký časopis FPM EUBA. Bratislava, 2010, roč. 7, č. 2, s. 19-36. ISSN 1336-3301.
6. HYRÁNEK, Eduard - ĎURINOVÁ, Ivona. Konkurencia vs. harmonizácia daní z príjmov spoločností v Európskej únii. In 11th Annual International Scientific Conference COMPETITION. Conference. Proceedings of the 11th Annual International Scientific Conference COMPETITION. Jihlava : College of Polytechnics Jihlava, 2019. ISBN 978-80-88064-44-2, pp. 130-143 online.

Syllabus:

Thematic definition of seminars/exercises:

1. Introduction to the subject, organizational instructions, division of seminar papers, home assignments and examples, repetition - income tax, definition of income, changes in Act no. 595/2003 Coll. on income tax and all provisions of law in relation to international taxation, determining the residence of taxpayers.
2. Taxation in the conditions of globalization of the economy. Presentation of works on the topic: Specific taxes in the world. Current problems of harmonization of indirect taxation in the European Union. Discussion on works and subject matter.
3. Problems of international taxation. International double taxation: economic and legal double international taxation, methods of avoiding international double taxation - solving partial examples. Presentation of works on the topic: Current problems of corporate tax harmonization in the European Union (CCCTB model). Tax harmonization vs. tax competition. Discussion on works and subject matter.
4. International treaties on the avoidance of double taxation - types, objectives, content of treaties and the procedure for concluding treaties. Solution of complex examples (taxpayer - resident of the Slovak Republic with domestic and foreign income) using methods of avoiding double taxation - filling in e-forms for personal income tax type A and type B.
5. The OECD Model Tax Convention on the avoidance of double taxation, practical applications of international double taxation treaties. Multilateral instrument - its essence and meaning. Comparison of the old and the new international agreement on the avoidance of double taxation concluded between two countries (eg. the agreement of the Slovak Republic with the Netherlands).
6. Transfer pricing, practical applications focused on transfer pricing. Presentation of seminar papers on the topic: Combating tax avoidance in the world and in the EU (BEPS, ATAP, ATAD). Fight against tax fraud, tax evasion and tax havens in the world, the EU and the Slovak Republic.
7. Forms of business and permanent establishment in international tax relations. Tax cases for determining the residence of legal persons and a permanent establishment. Assignment of seminar papers.
8. Presentation of seminar papers on the topic: Brexit - the impact on the tax system of the Slovak Republic (on excise duties and VAT). Discussion on works and subject matter.
9. Taxation of dividends, royalties as an object of taxation in international tax relations. Practical examples of taxation of dividends and royalties. Presentation of a seminar paper on the topic: The impact of the pandemic on the economy and tax systems of the EU. Discussion on works and subject matter.

10. Taxation of income and capital only in the states of residence and income from independent professions - solving tax cases. Presentation of a seminar paper on the topic: Real estate taxation in the European Union, where the owner is a legal entity of the Slovak Republic. Discussion on works and subject matter.

11. Determining the taxation of income and property in individual countries according to Act no. 595/2003 on income tax and international treaties. Dealing with tax cases.

12. Economic double taxation. Presentation of a seminar paper on the topic: Possibilities of trading on the capital market in the EU and the taxation of trading profits. Discussion on works and subject matter.

13. Final evaluation of students - evaluation of home assignments and examples - the obtained points are included in the evaluation at the exam.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 50

A	B	C	D	E	FX
44.0	42.0	10.0	4.0	0.0	0.0

Lecturer: Ing. Ivona Ďurinová, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21026/21	Title of course: Leadership
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: 3.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21027/21-Management or KM FPM/MMB21015/21-Personnel Management or KM FPM/MMB21021/21-Human Resource Management	
Requirements to complete the course: 40 % core module assignments, 60 % final written exam	
Student workload: 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)	
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
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6. Path-goal theory a LMX theory
7. Transformational and charismatic leadership
8. Team Leadership
9. Leadership and emotional intelligence
10. Leadership and culture
11. Women and men in leadership
12. Ethical Theories of Leadership
13. Leadership in extremis

Support literature:

Basic literature:

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

Supplementary literature:

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

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

Syllabus:

Thematic definition of lectures:

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

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

11. Women and men in leadership – male and female leadership style, the key differences in male and female leadership style, women in leadership vs. men in leadership. Current situation – women in leadership and management. Leadership labyrinth. 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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 128

A	B	C	D	E	FX
18.75	34.38	35.16	8.59	3.13	0.0

Lecturer: Ing. Katarína Procházková, PhD., doc. Ing. Zuzana Skorková, PhD., doc. Ing. Jana Blštáková, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KIM FPM/ MMA21011/21	Title of course: Management Research 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: 1.	
Degree of study: II.	
Prerequisites: KIM FPM/MMA21010/21-Methodology of Academic Work	
Requirements to complete the course: 40 % seminar work, 60 % written exam	
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)	
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:

Thematic definition of lectures:

1. Applied and basic research in business management, its characteristics and starting points. What types of problems require managerial research: identification of problems or opportunities in the company, subsequent analysis and assessment of problems and opportunities, evaluation of possible solutions, assessment of past procedures and decisions, comparison of the situation in the company with the environment.
2. Research process and research cycle. Creating a research project. Sources of information in professional and scientific literature. Obtaining and searching for relevant literary sources, assessing the quality of literary sources. Description of the process of transformation of raw data into information and subsequently into knowledge. Ethics in research.
3. Solving specific business problems using specific research designs. Basic classification of research designs. Research plan. Comparison of research designs from a methodological point of view (quality of output, limits and possible biases), but also time, labor and cost. Introduction to the probability of occurrence of phenomena and statistical significance.
4. Measurement in research. Variables and their types: nominal, ordinal, cardinal (interval, ratio). Data coding and data insertion. Indexes and summary indicators. Variables and their position in measuring tools. Theoretical basis of the analysis. Creating assumptions, setting hypotheses and testing them. Introduction to the process of creating hypotheses and their verification.
5. Description and descriptive analysis of quantitative data. Central tendency indicators. Variability indicators. Normality of data distribution. Gaussian curve. Presentation of results in graphic form. Frequently chart types used for specific results. Confidence interval.
6. Comparing groups. Parametric tests. Application conditions. When to choose parametric and when non-parametric tests to compare groups. Options for verifying the normality of data distribution. Robustness of parametric tests, susceptibility to distortion.
7. Comparing groups. Nonparametric tests. Application conditions. Verification of normality of data distribution. Robustness of nonparametric tests.
8. Measurement of relationships between variables (Pearson's r, Kendall's tau). Regression analysis compared to correlation.
9. Simple and multiple regression analysis. Creation of regression models and assessment of the quality of the regression model. Coefficient of determination.

10. Forecasting trends. Quantitative, based on time series as well as on regression models. Qualitative techniques as possible development scenarios. Creative techniques based on existing data and expected trends.
11. Data collection and character of data in quantitative and qualitative research and their quality. Primary data and secondary data, their advantages and limits. Secondary data sources. Questionnaire questions and practical application (open, forced answers, scales).
12. Measurement quality and data quality. Reliability, validity, objectivity, sensitivity of scientific measurement and specific measurement tools.
13. Summary interpretation and reporting results, creation of research reports. Ethics in managerial research. Making recommendations for decision making.

Thematic definition of exercises:

1. Introduction of open-source statistical software: JAM, JASP, and PSPP. Individual installation for different operating systems. Working with files, saving, format, file type. Saving results, data, graphs, and outputs to MS Word, Excel.
2. Data entry and file preparation for analysis. Data import and their format, subsequent storage and data management. Copy, search, aggregate, divide, weigh, sort and organize data. Encoding and recoding variables. Analysis outputs and their format.
3. Probability of occurrence of phenomena and statistical significance. Its level, the most used types and their interpretation. Mistakes in researching and drawing conclusions and ways to avoid them. First order error α , second order error β . Effect size and two calculation methods. Intervals for results, their interpretation and practical applicability.
4. Examination and testing of data distribution, frequency analysis, use of histograms. Normality of data distribution. Graphical representation of normal, platykurtic, leptokurtic data distribution. Contingency and frequency tables, Chi square distribution.
5. Description and basic analysis of quantitative data. Calculations and interpretations of indicators. Indicators of central tendency (mean, mode, median). Variability indicators (variance and standard deviation). Relationship to data distribution and relationships between them.
6. Parametric tests. Two - sample t - test of independent groups. Paired t - test. One - sample t - test. Analysis of variance (ANOVA). Leven's test, normality of data distribution.
7. Nonparametric tests. Mann - Whitney test, Wilcoxon test. Normality of data distribution and its testing using the Shapiro – Wilk test, use of the Leven test.
8. Measuring relationships between variables. Correlation (Pearson's r). Kendall's tau B and C. Calculation of mutual relations using: Pearson correlation coefficient and Kendall's Tau. Chi-square test. Calculation and interpretation of odds ratio.
9. Simple linear regression analysis and multiple linear regression analysis. Difference from correlation. Procedure for creating and verifying regression models. Interpretation of regression analysis results.
10. Trend calculation. Quantitative, based on time series as well as on regression models.
11. Practical procedures of data collection and the nature of data in quantitative and qualitative research and their quality. Methods used in electronic data collection. Advantages and limits.
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. Making recommendations for decision making.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 490

A	B	C	D	E	FX
65.31	19.18	10.41	3.27	1.22	0.61
Lecturer: doc. Ing. Mgr. Róbert Hanák, PhD., Ing. Benita Beláňová, PhD., Ing. Matej Černý, PhD., Ing. Jana Filanová, PhD., doc. Ing. Anna Hamranová, PhD., Ing. Anikó Töröková, PhD.					
Date of the latest change: 02.02.2022					
Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21007/21	Title of course: Management Simulation
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: 2.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21027/21-Management or KM FPM/MMB21025/21-Strategic management	
Requirements to complete the course: 15 % semester project, 15 % Assessment test, 70 % active decision making in the simulation	
Student workload: 78 h (participation in seminars 26 h, preparation for seminars 26 h, preparation for the assessment test 26 h)	
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:

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 – groups 1 to 3.

12. Presentations of the results achieved in all rounds of play, focusing on key good as well as bad decisions and their impact - groups 4 to 6.

13. Summary of specific features of simulation models and simulation approaches.

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 – groups 1 to 3.

12. Presentations of the results achieved in all rounds of play, focusing on key good as well as bad decisions and their impact - groups 4 to 6.

13. Summary of specific features of simulation models and simulation approaches.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 127

A	B	C	D	E	FX
31.5	61.42	3.94	0.79	2.36	0.0

Lecturer: doc. Ing. Katarína Remeňová, PhD., MBA

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KIM FPM/ MMA21009/21	Title of course: Management of Enterprise Information - SQL
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: 4.	
Degree of study: II.	
Prerequisites: KIM FPM/MMA21008/21-Information Technology Management or KIM FPM/MMA21012/21-Business Informatics	
Requirements to complete the course: 30 % written work, 70 % written exam	
Student workload: 78 h (attendance at exercises 26 h, preparation for exercises 26 h, preparation for continuous written work 10 h, preparation for the exam 18 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Comprehensive knowledge and skills in the field of information management and information governance, relational database management and data analysis through SQL, which are a prerequisite for preparing the basis for managerial decision-making and qualified answers to questions based on the business problem. Competence: <ul style="list-style-type: none"> • be oriented in the issues of information management and information governance, • to know the environment of database platforms, to understand the structure and objects of databases, to understand data and its data types and properties, • competently decide on the use of basic and advanced SQL queries to retrieve information from enterprise databases for the purpose of managerial decision making. Skill: <ul style="list-style-type: none"> • install and implement the selected database platform (server and client part), • to know how to work with basic objects of the selected database platform (e.g. MS SQL Server), which will create prerequisites for working in the environment of other database platforms (e.g. MySQL), • design and create an enterprise database, import and export data to/from the database, • formulate specific decision problems and use SQL analytical queries to obtain data and information to solve them, • understand basic security measures for the database. 	
Indicative content: Thematic definition of exercises: 1. Enterprise Information Management.	

2. Relational database management.
3. Relational database system.
4. Database design.
5. Querying.
6. Aggregation and logical functions.
7. Case study.
8. Analysis of data from CRM database using SQL.
9. Embedded querying. Subqueries, embedded queries.
10. OLAP analysis. Transforming an OLTP database into an OLAP database.
11. Comprehensive case study from enterprise practice. Formulation of business problem and research questions. Analysis of data from the specified enterprise database.
12. Inquiry. Use of SQL statements. Creating reports and outputs.
13. Interpretation of analysis results.

Support literature:

Basic literature:

1. DOUCEK, Petr - MARYŠKA Miloš - NEDOMOVÁ Lea a kol. Informační manažment v informační spoločnosti. Praha : Professional Publishing, 2013. 264 s. ISBN 978-80-7431-097-3.
2. MATIAŠKO, Karol - KVET, Michal - KVET, Marek. Databázové systémy - 1. diel. Žilina : EDIS, 2018. 440 s. ISBN 9788055414881.
3. LAURENČÍK, Marek. SQL. Podrobný průvodce uživatele. Praha : Grada Publishing, 2018. 216 s. ISBN 9788027107742.
4. POUR Jan - MARYŠKA Miloš - STANOVSKÁ Iva - ŠEDIVÁ Zuzana. Self Service Business Intelligence. Praha : Grada Publishing, 2018. 352 s. ISBN 978-80-271-0616-5.
5. GEMIGNANI, Zach - GALENTINO, Richard - SCHUERMANN, Patrick - GEMIGNANI Chris. Efektivní analýza a využití dat. Praha : Computer Press, 2015. 240 s. ISBN 978802514571.

Supplementary literature:

1. VALENTA, Michal. Databázové systémy. 2. přepracované vydání. Praha : ČVUT, 2020, 294 s. ISBN 9788001066966.
2. FORTA, Ben. SQL in 10 Minutes a Day. Indianapolis : Sams, 2020. 306 s. ISBN 9780135182796.
3. VIESCAS, John. SQL Queries for Mere Mortals: A Hands-On Guide to Data Manipulation in SQL. Boston : Addison-Wesley, 2018. 960 s. ISBN 0134858333.
4. NIELD, Thomas. Getting Started with SQL: A Hands-on Approach for Beginners. Newton : O'Reilly Media, Inc., 2016. 134 s. ISBN 978-1491938614.
5. SHIELDS, Walter. SQL QuickStart Guide: The Simplified Beginner's Guide to Managing, Analyzing, and Manipulating Data With SQL. ClydeBank Media LLC. 2019. 251 s. ISBN 978-1945051753.
6. TAYLOR, Allen G. SQL All-In-One. For Dummies, 3rd Edition. Hoboken : John Wiley and Sons, 2019. 768 s. ISBN 978-1119569619.
7. DEBARROS, Anthony. Practical SQL: A Beginner's Guide to Storytelling with Data. Cheltenham : William Pollock, 2018. 392 s. ISBN 978-1593278274.

Syllabus:

Thematic definition of exercises:

1. Enterprise Information Management. Enterprise data and information Governance. Status and role of data and information in information management. Development, objectives and means of information management. Information management models. Benefits of information management for enterprises.

2. Relational database management. Concept of RDBMS. Standard tool for user access to databases - SQL language. Possibilities and reasons for using SQL language - usability, ease of use, security. SQL concepts.
3. Relational database system. MS SQL Server Installation, user environment and tools MS SQL Server Express (server part). Installation, user environment and tools SQL Server Management Studio (client part). Database objects. Database diagrams. Database and data security.
4. Database design. A case study with a focus on solving a specific business problem. Defining the problem. Comprehensive database design, data import and subsequent database modification options.
5. Querying. Selection and action queries - creating queries, applying a wide range of arguments and operators to specify query criteria. Demonstration of the use of queries in solving a business problem.
6. Aggregation and logical functions. Applying aggregation and logical functions to the creation of queries and new arrays. Demonstration of the use of aggregation and logical functions in solving an enterprise problem.
7. Case study. Import of enterprise database. Creating and calculating new fields. Applying aggregation, text and logical functions. Formatting values. Creating queries. Creating output overviews and reports.
8. Analysis of data from CRM database using SQL. Applying aggregation and analysis tools, interpreting results.
9. Embedded querying. Subqueries, embedded queries. Types of subqueries - subqueries located in the list of columns, subqueries located in place of the table name, subqueries as part of criteria.
10. OLAP analysis. Transforming an OLTP database into an OLAP database. Use of transformation script in SQL language. Creation of data cubes. Analysis of data from data cubes. Export. Creation of graphical outputs.
11. The comprehensive case study from business practice. Formulation of a business problem and research questions. Analysis of data from a specified enterprise database. Inquiry. Use of SQL statements. Creation of reports and outputs. Interpretation of analysis results.

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. Anna Hamranová, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21005/21	Title of course: Managerial Communication
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: 2.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21021/21-Human Resource Management or KM FPM/MMB21015/21-Personnel Management or KM FPM/MMB21027/21-Management	
Requirements to complete the course: 40 % continuous work on assignments, 60 % combined examination	
Student workload: 130 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation of assignments 13 h, preparation for examination 39 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Comprehensive knowledge in the field of managerial communication in relation to the internal and external environment of the company, including tools, procedures and methods of communication, their optimal choice and evaluation of their effects. Competence: <ul style="list-style-type: none"> • professionally apply modern techniques and procedures of communication in relation to basic managerial situations that occur in the work process, • effectively use essential information from the corporate environment to formulate communication strategy, • critically evaluate the specifics of the situation and choose appropriate communication tools, monitor the course of communication and eliminate possible failures, • propose solutions to increase the effectiveness of corporate communication. Skill: <ul style="list-style-type: none"> • analyze the communication situation, define the communication objectives, • apply individual communication tools in relation to employees, customers and the external environment of the company, • provide feedback, use a coaching approach in management, mediate labour disputes • effectively use marketing communication tools to support the achievement of corporate objectives. 	
Indicative content: Thematic definition of lectures: <ol style="list-style-type: none"> 1. Introduction to management communication 2. Internal managerial communication 3. Eric Berne's transactional analysis 	

4. Virginia Satir's growth model and its application in people management
5. Persuasion in manager communication
6. Coaching approach in employee management
7. Alternative approaches to conflict resolution
8. External managerial communication
9. Marketing communication and its specifics and objectives
10. Communication with the customer
11. Communication with the media
12. Communication with the public
13. Trends in marketing communication

Thematic definition of exercises:

1. Prerequisites for effective managerial communication
2. Feedback in communication
3. Transactional analysis
4. The use of non-violent communication in the manager's work
5. Application of coaching and coaching management style in management
6. Mediation in management
7. Maladaptive communication
8. Marketing communication of the enterprise
9. The theory of consumer behaviour as a basic basis of marketing communication
10. Corporate image and brand in marketing communication
11. Business negotiation and bargaining and its place and roles in internal and external marketing communication of the enterprise
12. Fundamentals of protocol and etiquette in communication
13. Interculturality in marketing communication

Support literature:

Basic literature:

1. SZARKOVÁ, Miroslava Reputačný kapitál a marketingová komunikácia podnikov v personálnej politike podnikov v priemyselnej revolúcii 4.0. České Budějovice : VSERS, 2020. 98 s. ISBN 978-80-7556-063-6.
2. PŘIKRYLOVÁ, Jana. Moderní marketingová komunikace. Praha : Grada Publishing, 2019. 344 s. ISBN 9788027107872.
3. KARLÍČEK, Miroslav. Marketingová komunikace. Praha : Grada Publishing, 2016. 224 s. ISBN 9788024757698.
4. ROSENBERG, Marshall. B. Nenásilná komunikácia. Praha : Portal, 2016. 224 s. ISBN 978-80-262-1079-5.
5. BERNE, Eric. Ako sa ľudia hrajú. Bratislava : Aktuell, 2019. 205 s. ISBN 978-80-8172-058-1.
6. KUTLÍK, František. Mediácia a riešenie konfliktov v pracovnej oblasti. Bratislava : Simars, 2020. 248 s. ISBN 9788097350611.

Supplementary literature:

1. BELCH, George – BELCH, Michael. Advertising and Promotion: An Integrated Marketing Communications Perspective. 12th edition. New York : McGraw-Hill, 2021. 848 s. ISBN 1260570991.
2. FORET, Miroslav. Marketingová komunikace. Brno : Computer Press, 2011. 486 s. ISBN 978-80-251-3432-0.
3. SZARKOVÁ, Miroslava a kol. Komunikácia v marketingu. Bratislava: Vydavateľstvo EKONÓM, 2005. 164 s. ISBN 80-225-2097-7.
4. SZARKOVÁ, Miroslava. Komunikácia podniku s externým prostredím. Bratislava: Vydavateľstvo EKONÓM, 2007. 190 s. ISBN 80-247-0646-6.

5. ŠINDLER, Petr. Event marketing. Ako využívať emócie v marketingovej komunikácii. Praha : Grada Publishing, 2003. 236 s. ISBN 8024706466.
6. ANG, Soon - VAN DYNE, Linn. Notebook of cultural intelligence. New York : Routledge, 2015. 420 s. ISBN 978-0-7656-2262-4.
7. BENČÍKOVÁ, Dana. Cultural intelligence. Banská Bystrica: UMB, 2018. 187 s. ISBN 978-80-557-1507-0.
8. HARRIS, Phil - McGRATH, Conor. Political Marketing and Lobbying: A Neglected Perspective and Research Agenda. 1. vyd. Chester : Routledge, 2012. 163 s. ISBN 987-1-4589-7269.
9. KITA, Jaroslav. Nákup a predaj. Bratislava: Wolters Kluwer, 2016. 363 s. ISBN 80-88715-70-9.
10. KLUVER, Heike. Lobbying in the European Union. 2. vyd. Oxford : Oxford University Press, 2013. 278 s. ISBN 978-0-019-96574-5.
11. MIKEŠ, Jiří - VYSEKALOVÁ, Jitka. Image a firemná identita. Praha: Grada Publishing, 2009. 192 s. ISBN 978-80-247-2790-5.
12. SZARKOVÁ, Miroslava. Interkultúrna komunikácia v medzinárodných ekonomických vzťahoch. Učebný text k projektu: Iberské a Latinskoamerické štúdie 2003-3676/001-001-SO2 21CIEU. Bratislava : Vydavateľstvo EKONÓM, 2006. 124 s. ISBN 80-225-2258-9.

Syllabus:

Thematic definition of lectures:

1. Introduction to management communication

Theoretical background and characteristics of basic concepts. Internal and external manager communication, their specifics and content. Communication scheme, communication objectives. Prerequisites for effective managerial communication.

2. Internal managerial communication

Communication as active problem solving, as open provision of information and as feedback. Communication models, different approaches to defining the essence of communication. Principles of effective functioning of the sender and receiver, the role of feedback in communication.

3. Eric Berne's transactional analysis

Structural analysis, identification of the individual's egos and their role in communication. Transactional analysis, types of transactions, complementary, cross and covert transmission. Life scenarios - dimensions of access to self and other people. Game analysis. The function and background of games in transactional analysis.

4. Virginia Satir's growth model and its application in people management

Ingredients of interaction. Stress communication positions. Reconciliation, blaming, lecturing and interference as individual coping strategies. The role of congruence in manager communication. Nonviolent communication. Power vs. respectful relationship. Principles and process of nonviolent communication, empathic response.

5. Persuasion in manager communication

Definition of persuasion, its ethical dimension. The role of attitudes in persuasion, attitudinal change and its sources. Attitudinal theory. Principles of persuasion and their application in management. Non-verbal communication and persuasion.

6. Coaching approach in employee management

Differences between coaching and coaching management approach. Objectives and essence of coaching. The relationship between coaching, mentoring, counselling and psychotherapy. Ethics and professional standards of coaching according to ICF (code of ethics, principles and assumptions of coaching, core competencies of a coach). The coaching process, basic phases of the coaching conversation. Coaching methods (Inner game, Grow model, Solution focused, Ericksons methodology). Basic coaching techniques and tools (scaling and open questions).

7. Alternative approaches to conflict resolution

Mediation in the work environment and conditions for its application. The manager in the role of mediator, mediation skills. Principles of mediation, process and stages of mediation, mediation agreement.

8. External managerial communication

Basic communication links between the company, customers and competitors. The importance of a company's identity for its management and communication. Identity and image of the enterprise, definition of the image of the organization, theories of image-determinants. Image measurement methods and image modification process. Relationship between the concepts of corporate identity, corporate image, corporate design, corporate culture and corporate communication. Design manual.

9. Marketing communication and its specifics and objectives

Integrated marketing communication. Formulation of a communication strategy, its budget and evaluation of its effectiveness. Controversial communication issues. The use of marketing communication tools to reinforce the company's preferred values and patterns of employee behaviour. Communication patterns, their characteristics, cultural conditioning and use in marketing communication of the enterprise.

10. Communication with the customer

The key role of the customer, getting to know him. Marketing research as communication with the customer. Marketing communication strategy. Communication marketing mix as a tool of communication with the customer and its optimization. Promotion, advertising, sales promotion, public relations, direct marketing, sponsorship. Electronic marketing communication. New forms of communication. Presentation of the company on the Internet. Communication mix on the Internet.

11. Communication with the media

Mass media, use of mass media in the communication policy of enterprises. Lazarsfeld's two-stage model of communication. Evaluation of communication content, content analysis. Communication with journalists.

12. Communication with the public

Integrated marketing communication in public administration. Communication with citizens. Information requirements, level of information. Communication audit. Lobbying. Characteristics of lobbying. Differences in the perception of lobbying in different cultural environments. Making lobbying contacts. Lobbying competences and lobbying skills. Lobbying in marketing communication. Lobbying law.

13. Trends in marketing communication

Product placement, guerrilla communication, mobile marketing, viral marketing, buzz marketing. Event marketing and sponsorship - specifics and future perspective.

Thematic definition of exercises:

1. Prerequisites for effective managerial communication

Manager's personality, presenting the company's values in communication. Communication skills and communication competences of the manager in communication. Manager's reputational capital, its components and its use in communication. Internal and external managerial communication.

2. Feedback in communication

Principles of giving and receiving feedback. Feedback as a management tool, feedback between co-workers, feedback from the customer. Training in working with feedback.

3. Transactional analysis

Identification of individual's ego states (give birth, adult child), recognition of transaction types. Training of complementary, cross and hidden transfers. Self-recognition - TA test, life scenario analysis. Case study - analysis of managerial communication using transactional analysis.

4. The use of non-violent communication in the manager's work

Training in the principles and process of non-violent communication and empathic response. Observation without evaluation, working with description, recognizing and expressing emotions in communication. The "I message" in manager communication. Empathic response.

5. Application of coaching and coaching management style in management

What is and what is not coaching. Application of the GROW model in coaching. Basic phases of the coaching conversation. Goal setting and formulation (individual and team). Basic coaching techniques and tools (scaling and open questions). Practice in formulating coaching questions. The balance wheel and values integration, their impact on employee engagement.

6. Mediation in management

Training of mediation skills. Use of neutral language, active listening, turning complaints into neutral statements. Simulation of conflict resolution in the workplace using mediation.

7. Maladaptive communication

Characteristics of maladaptive communication and its sources. Assertive communication and its techniques as opposed to manipulative communication. Types of maladaptive communication.

8. Marketing communication of the enterprise

Basic and specific methods used in marketing communication. Criteria of selection and application of individual methods to identify the marketing communication needs of the enterprise.

9. The theory of consumer behaviour as a basic basis of marketing communication

Identification and characteristics of consumer behaviour patterns in the internal as well as external environment as carriers of marketing communication of the enterprise.

10. Corporate image and brand in marketing communication

Image-forming components of the company's reputational capital and their creation. The importance of the company brand, company logo in corporate communication.

11. Business negotiation and bargaining and its place and roles in internal and external marketing communication of the enterprise

Characteristics of individual stages of business negotiation in terms of communication.

Negotiation styles applied in communication and in business negotiation. Business negotiation strategies and their communication effects. The boundaries between business negotiation and blackmail, intimidation, deception, manipulation, ridicule, underestimation and other manipulative techniques used in business negotiation.

12. Fundamentals of protocol and etiquette in communication

Morals and ethics in marketing communication. Corruption, clientelism, nepotism, favoritism, discrimination and other phenomena contrary to morality and ethics in marketing communication. Nudge in marketing communication.

13. Interculturality in marketing communication

Cultural and intercultural patterns of behaviour and their nature. Cultural competence and cultural skills in intercultural communication in marketing. Cultural intelligence (CQ) as a basis for communication in marketing in a global environment and intercultural corporate environment.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 163

A	B	C	D	E	FX
47.85	31.29	16.56	3.68	0.61	0.0

Lecturer: Mgr. Hana Gažová-Adamková, PhD., doc. Ing. Mgr. Zuzana Joniaková, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21012/21	Title of course: Organizational Behavior
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: 1.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21027/21-Management or KM FPM/MMB21006/21-Management Decision-Making	
Requirements to complete the course: 40% activity during the seminar, elaboration and presentation of the project, 60% written exam	
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)	
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:

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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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 491

A	B	C	D	E	FX
23.83	31.57	27.49	14.26	2.65	0.2

Lecturer: Mgr. Hana Gažová-Adamková, PhD., prof. Ing. Nadežda Jankelová, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21013/21	Title of course: Organizational Design of an Enterprise
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: 2.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21027/21-Management or KM FPM/MMB21012/21-Organizational Behavior	
Requirements to complete the course: 40% project developed during the seminars, 60% final (oral) project defines	
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)	
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.
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 herarchical 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 Prútik, 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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 175

A	B	C	D	E	FX
26.29	22.29	25.71	21.71	4.0	0.0

Lecturer: doc. Ing. Zuzana Skorková, PhD., doc. Ing. Juraj Mišún, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPF FPM/MME21014/21	Title of course: Payment Policy and Payment Services
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: 4.	
Degree of study: II.	
Prerequisites: KPF FPM/MME21011/21-Financial Management	
Requirements to complete the course: 40 % continuous seminar work on the assigned topic, 60 % written exam	
Student workload: 78 h (attendance at seminars 26 h, processing of a seminar paper presentation 26 h, preparation for written tests 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Knowledges extension in the sphere of non-financial business payment policy definition and creation, processes and trend of cash management modernization, selection possibilities of payment realizing and cash flow make the best of innovative payment services, electronic banking and payment products. Knowledge acquisition about the actual trend in settlement system and balanced trade with a financial instruments, payments, collectoin of money, credit cards and electronic money in compliance with European payment system standard. Theoretical knowledge and actual legislative arrangement keep improve the quality of obligation under contract in trade agreement, payment and delivery terms application and practicall using payment tools to elimination business financial risks. Competence: <ul style="list-style-type: none"> • specify non-financial business payment policy, • determine processes and binding decision making methods and lead up to achieve the objective of failure free and error free payment transaction processing, • orientate oneself in the sphere of updated law making in european payment system, • optimised the payment tools application by reason of elimination risk factors in business transactions, • get a view of electronic money and tools in electronic fund transfer, data protection and resolution of disputes. Skill: <ul style="list-style-type: none"> • analyse the process of corporate cash management, • evaluate corporate payment policy effectiveness and performance of procedures, • quantify payment services charges, analyse commercial conditions and selection institution providing a payment services, 	

- draft payment conditions in business contract, analyzing business partner, costs and risk of payment transactions,
- define and make proposal of processes within the context of participatory in payment services legal duty.

Indicative content:

Thematic definition of seminars:

1. Interaction of corporate financial management and payment policy
2. Trade and payment relations in enterprising
3. Possibilities of effective utilization trade instruments of financing in payment system
4. Processes of businesses administered cash forecast in the bank
5. Payment systems and common payment services policy
6. Legal duties and delivering or using payment services rights for corporate customers and consumers
7. Categories of payment service providers in SR payment systems
8. Relevance of general business conditions on the payment services market
9. Legal obligation measure for payment services participants
10. Electronic instruments in payment services
11. Risk situation solution
12. Presentations of student projects I.
13. Presentations of student projects II.

Support literature:

Basic literature:

1. KUBRANOVÁ, Magdaléna. Platobná politika a platobné služby [online]. Bratislava: Vydavateľstvo EKONÓM, 2017, e-kniha [112 s., 8,22 AH]. ISBN 978-80-225-4476-4.
2. KUBRANOVÁ, Magdaléna. Cash manažment podniku. Bratislava: Vydavateľstvo EKONÓM, 2012, 107 s. [7,597 AH]. ISBN 978-80-225-3420-8.
3. MARKOVIČ, Peter, TÓTHOVÁ, Alena a KUBRANOVÁ, Magdaléna. Finančný manažment na prahu 21. storočia. Bratislava: Vydavateľstvo EKONÓM, 2013, 267 s. [18,47 AH]. ISBN 978-80-225-3721-6.
4. MACHKOVÁ, Hana, ČERNOHLÁVKOVÁ, Eva a SATO, Alexej. Mezinárodní obchodní operace. 6. aktualizované a doplněné vydání. Praha: GRADA Publishing, 2014, 256 s. ISBN 978-80-247-4874-0.
5. SCHLOSSBERGER, Otakar. Platební služby. Praha: Management Press,s.r.o, 2012, 325 s. ISBN 978-80-7261-238-3.

Supplementary literature:

1. BRAGG, Steven M. Corporate Cash Management. Second Edition. Colorado: Published by AccountingTools, Inc.,Centennial, 2014, 245 s. ISBN-13: 978-1-938910-37-1.
2. JÍLEK, Josef. Finance v globální ekonomice I: peníze a platební styk. Praha: Grada Publishing, 2013, 660 s. ISBN 978-80-247-3893-2.
3. PENNING, Aubrey, FARDON, Michael. Cash management.Worcester: Published by Osborne Books Limited, 2010, p. 190. ISBN 978-1905777-303.
4. MADURA, Jeff, FOX, Roland. International Financial Management.Second Edition. Hampshire UK: Published by Centage Learning EMEA, 2011, p. 680. ISBN 978-1-4080-3229-9.
5. TENNENT, John. Guide to Cash Management. London: Publishshd by Profile Books Ltd., 2012, p. 211. ISBN 978-1-84668-597-2.

Syllabus:

Thematic definition of seminars:

1. Interaction of corporate financial management and payment policy in market environment
Payment policy and treasury activities role in corporate financial management. Theoretical

aspects of corporate cash management and make a decision on short-term realizable assets in practice.

2. Trade and payment relations in enterprising. Regulating attribute in terms of trade, delivery and payment terms in trade agreement. The international rules of indication delivery terms and payment methods. Identification the risk factors in trade and payment operations.

3. Possibilities of effective utilization trade instruments of financing in payment system. Bank instruments of trade financing application, impact on elimination of payment risks and failure free payment relations securing and incidence on the business financial charges.

4. Processes of businesses administered cash forecast in the bank, cash concentration system optimization cash cycle. Using the bank services in management and optimization cash position in business concern through the cash pooling. Implementation cash pooling in businesses and basic decision measure about centralized cash management.

5. Payment systems and common payment services policy in connexion with European regulation and legislation. Payment systems operators and participants in member state of European Union. Rules of payment system and payment settlement principles. TARGET2 TARGET2-Securities, SIPS. Oversight support safe and smooth functioning of European payment systems.

6. Legal duties and delivering or using payment services rights for corporate customers and consumers, charges comparability conditions, payment account movement conditions, structure of payment transaction, payment services user authentication, sensitive payment data.

7. Categories of payment service providers in SR payment systems. Competency of banks, payment institutions subject, electronic money institutions, Eximbank, Post Office, NBS, ECB, National Treasury, payment service providers with bank access permission in the sphere of information about payment account and settlement.

8. Relevance of general business conditions on the payment services market. Terms of single use payment service rendered. Function of payment initiatory service provider. Standard of basic contract between payment service provider and user.

9. Legal obligation measure for payment services participants. Protection against legalization of criminal proceeds. Identification noncurrent commercial operations and obliged person assignment in financial institutions and non-financial businesses. Restriction of cash in hand payments act. Measure of bank deposits protection in EU.

10. Electronic instruments in payment services, electronic money, conditions for electronic money issue and services processing in electronic money institutions. Responsible electronic transaction services act. Security and electronic processing and data holding supervision.

11. Risk situation solution, reclaiming and decide disputes between user and payment services provider through alternative disputes between user and payment services provider through alternative dispute resolution. Data protection, information and identification papers of payment services users and their commercial and payment transactions.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 28

A	B	C	D	E	FX
25.0	28.57	32.14	14.29	0.0	0.0

Lecturer: Ing. Magdaléna Kubranová, PhD.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21022/21	Title of course: Performance Management and Remuneration
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: 3.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21021/21-Human Resource Management or KM FPM/MMB21015/21-Personnel Management	
Requirements to complete the course: 20% continuous written work, 20% project work, 60% combined examination	
Student workload: 130 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 14 h, preparation form credit 14 h, preparation for credit paper 20 h, preparation for exam 30 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of performance management and remuneration at the enterprise level, taking into account current knowledge and trends in this area. Understanding of the design of remuneration systems, their internal structure and the functions of the individual components of remuneration. Understanding of the methods and tools used in determining individual employee remuneration. Understanding the interrelationship between remuneration and performance management and the possibilities of their practical application with regard to economic efficiency, compliance with legislation and motivational effect on the employee. Competence: <ul style="list-style-type: none"> • identify the key determinants of individual and team performance and use them effectively in formulating performance standards, • understand the nature and principles of the individual tools and components of the reward system and be able to combine them appropriately in the company's reward system, • effectively obtain and use information from remuneration surveys, • critically evaluate the strategic appropriateness and economic effectiveness of the remuneration system, • apply the acquired knowledge in solving problems related to the design and implementation of remuneration and performance management systems at enterprise level. Skill: <ul style="list-style-type: none"> • identify possible causes of poor performance, critically evaluate options for addressing them, • analyse the company's tariff systems, evaluate their adequacy and functionality, • calculate the individual wage forms, 	

- carry out basic analyses of the benefits system, including the design and implementation of their adjustments,
- evaluate the efficiency and effectiveness of the remuneration system, its compliance with legislation and cultural appropriateness.

Indicative content:

Thematic definition of lectures:

1. Work performance management
2. Motivation and stimulation of employees as a basis for the development of the remuneration system
3. Remuneration system and the process of its development
4. Company payroll system
5. Evaluation of work
6. Remuneration surveys
7. Company tariff system
8. Wage forms
9. Performance-related remuneration
10. Remuneration of selected groups of employees
11. Benefits and their role in the remuneration system
12. Remuneration legislation
13. Management of the remuneration system

Thematic definition of exercises:

1. Employee remuneration as a function of human resource management.
2. The role and nature of performance management systems in current conditions.
3. Motivational types of employees.
4. Difference between monetary and non-monetary remuneration, conditions of their implementation.
5. Working with reward surveys.
6. Summative and analytical methods of work evaluation.
7. Conversion of labour value into wage tariff using summative and analytical methods of labour evaluation.
8. Basic wage forms.
9. Supplementary wage forms.
10. Employee benefits, their function and place in the remuneration system.
11. Analysis of the remuneration system of the selected enterprise.
12. Analysis of the remuneration system of the selected enterprise.
13. Analysis of the remuneration system of the selected enterprise.

Support literature:

Basic literature:

1. JONIAKOVÁ, Zuzana – BLŠTÁKOVÁ, Jana. Odmeňovanie a stimulovalie. Bratislava : Vydavateľstvo EKONÓM, 2011. 148 s. ISBN 978-80-225-3229-7.
2. JONIAKOVÁ, Zuzana – BLŠTÁKOVÁ, Jana. Odmeňovanie a stimulovalie. Praktikum. Bratislava : Vydavateľstvo EKONÓM, 2006. 110 s. ISBN 80-225-2118-3.
3. HUTCHINSON, Sue. Performance management. London : CIPD - Kogan Page, 2013. 344 s. ISBN 1843983052.
4. ARMSTRONG, M. Odměňování pracovníků. Praha : Grada Publishing, 2009. 442 s. ISBN 978-80-247-289.
5. JONIAKOVÁ, Zuzana - GÁLIK, Rudolf - BLŠTÁKOVÁ, Jana - TARIŠKOVÁ, Natália. Riadenie ľudských zdrojov. 1. vydanie. Bratislava : Wolters Kluwer, 2016. 455 s. ISBN 978-80-8168-532-3.

6. Zákon č. 311/2001 Z.z. Zákonník práce

Supplementary literature:

1. MATLOVIČOVÁ, Iveta. Mzdy profesionálne. Bratislava : Wolters Kluwer, 2019. 808 s. ISBN 9788057100065.
2. ARMSTRONG, Michael. Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward. Sixth Edition. London : Kogan Page Publishers, 2019. 392 s. ISBN 9780749484361.
3. MILKOVICH, George. Compensation. New York : McGraw-Hill Higher Education, 2016. 736 s. ISBN 9781259738104.
4. BERGER, Lance A - BERGER, Dorothy. The Compensation Handbook, A State-of-the-Art Guide to Compensation Strategy and Design. Sixth Edition. New York : McGraw-Hill Professional, 2015. 864 s. ISBN 0071838236.
5. GREENE, Robert, J. Rewarding Performance: Guiding Principles; Custom Strategies. Milton Park : Routledge, 2010. 292 s. ISBN 978-0415802826.
6. MEINE, Hartmut – ROHNERT, Richard – SCHULTE-MEINE, Elke – VETTER, Stephan. Handbuch Arbeit – Entgelt – Leistung. 7. Auflage. Frankfurt am Main : Bund-Verlag, 2018. 510 s. ISBN 9783766366211.
7. ZANDER, Ernst – WAGNER, Dieter. Handbuch Entgeltmanagement. Wien/München : Vahlen Franz GmbH, 2005. 366 s. ISBN 978-3800627080.
8. KOUBEK, Josef. Řízení pracovního výkonu. Praha : Management Press, 2004. 209 s. ISBN 807261116X.
9. FUCHSOVÁ, Katarína – KRAVČÁKOVÁ, Gabriela. Manažment pracovnej motivácie. Bratislava : Iris, 2007. 170 s. ISBN 8089018661.
10. PLAMÍNEK, Jiří. Tajemství motivace. Praha : Grada Publishing, 2015. 160 s. ISBN 9788024755151.
11. Zákon č. 553/2003 Z.z. o odmeňovaní niektorých zamestnancov pracujúcich vo verejnom záujme.

Syllabus:

Thematic definition of lectures:

1. Work performance management

Performance management as a management concept integrating performance appraisal, reward and employee development. Alignment of individual and corporate goals, agreement on future employee performance. Defining strategic performance goals, objectives and priorities, planning policies and procedures. Using reward to drive performance. Evaluating the effectiveness of performance management.

2. Motivation and stimulation of employees as a basis for the development of the remuneration system

Employee motivation, its nature and importance for motivating people to work. Motives and their classification. Sources of motivation and its internal dynamics. Frustration and conflict of motives, motivation and stress. Motivational profile of employees. Possibilities of studying work motivation. The relationship between motivation and employee performance. Intrinsic and extrinsic motivation to work. The role of the manager in motivating and stimulating employees.

3. Remuneration system and the process of its development

Development of remuneration in Slovak companies. Current determinants of remuneration. Total remuneration model, its meaning and advantages. Approaches to total remuneration. Objectives and priorities of employee remuneration. Requirements for reward systems. Fairness in pay - distributive and procedural fairness and factors influencing perceptions of fairness. The development and content of remuneration strategy and policy. Factors influencing remuneration at enterprise level. Trends in employee remuneration, New Pay.

4. Company payroll system

The role of wages in the remuneration system. Economic determinants of monetary remuneration and economic functions of wages. The category of wages in economic theory. Wage theories at macro, meso and micro levels. Evolution of views on the function and method of wage determination (pre-classical period, classical and neoclassical schools, Keynesian theory, collective bargaining model). Internal and external wage determinants. Structure of the individual employee's wage - fixed and variable wage components.

5. Evaluation of work

Job evaluation as a tool to ensure internal consistency of the payroll system. Pay equity. Gender pay gap, gender pay gap and its causes. The value of work. Reasons for the implementation of job evaluation, traditional and current evaluation methods and their use in the design of the wage system. Choice of job evaluation criteria, factorial design. Branded job evaluation systems, HAY method. Methodological procedure of job evaluation. Arguments for and against the use of job evaluation.

6. Remuneration surveys

Remuneration surveys as a tool to ensure external competitiveness of remuneration. Drivers of wage increases. Objective and conditions of survey relevance. Key occupations and their selection. Survey methods and data sources. Market wage level curve. Global and local wage surveys in Slovakia. Paywell survey, its history, content, methodology and methods of remuneration analysis. Reference point.

7. Company tariff system

The structure of an employee's individual wage and its tariff component. The enterprise tariff system and its instruments. Tariff scales, methodology of creating tariff scales, types of tariff scales. Criteria for tariff scale differentiation (tariff scale ranges, overlap and reference point). Traditional and broadband tariff scales and conditions for their use. Determination of staff salaries. The function of company qualification catalogues. The system of tariff supplements and wage advantages.

8. Wage forms

Forms of wages and their incentive function in the remuneration of the enterprise's employees. Types of wage forms, prerequisites and limitations of their inclusion in the wage system of the enterprise. Wage forms for achieved and expected work results. Time wages. Task wages, their forms and prerequisites for their introduction into remuneration systems. Supplementary forms of wages (bonuses, bonuses, bonuses, personal evaluations). Trends in the use of individual basic and supplementary forms of pay.

9. Performance-related remuneration

Performance pay as a key concept in the modern approach to remuneration. Changes in the perception and definition of employee performance, finalisation and individualisation of performance. Reasons for introducing performance components into the structure of individual employee pay. Individual, group and enterprise-wide performance-related remuneration and their objectives. Forms of performance-related remuneration. Cultural aspects of performance pay. Employee participation and its use in employee remuneration. Success factors in the implementation of performance pay and its limits.

10. Remuneration of selected groups of employees

Specifics of remuneration of selected groups of employees. Definition of the category of so-called non-tariff partners, its rationale and importance. Agency theory and its application in remuneration. Differences in ownership, managerial and employee motivation. Compensation of managers, components of total manager's remuneration and its structure. Specialists, Remuneration of sales staff and remuneration in project teams. International remuneration strategy, expatriate remuneration.

11. Benefits and their role in the remuneration system

Employee benefits and services (benefits) and their place in the company's remuneration system. Reasons for the use of benefits. Objectives, categories and types of benefits. European and Anglo-American approaches to the provision of benefits and the differences between them. Benefit effects and their limits. Flexible employee benefit schemes and the effects of introducing them into a company's remuneration system. Financing of benefits, creation and use of social fund. Current situation and trends in the provision of benefits.

12. Remuneration legislation

Legislative regulation of remuneration in the Slovak Republic and the EU. Definition of the terms wage and salary in the Slovak legislation. Employee's wage protection. Institute of minimum wage entitlements. Average wage. Remuneration in the public and state sphere. Legal regulation of minimum wages in individual EU countries. Labour relations and their influence on the formation of the remuneration system. Remuneration arrangements in collective and employment contracts.

13. Management of the remuneration system

Management of the remuneration system and evaluation of its effectiveness. Pay budgets, comparative analysis. Responsibility for remuneration, role of specialists and line managers. Implementation of individual and general adjustments to the remuneration system. Communication with employees. Comprehensive evaluation of the effectiveness of the remuneration system and remuneration controlling. The impact of the business life cycle and corporate culture on the reward system.

Thematic definition of exercises:

1. Employee remuneration as a function of human resource management. Organisational provision of teaching the subject, conditions for its completion. Basic information on the content of the course. Information on seminar work.
2. The role and nature of performance management systems in current conditions. Examples from different sectors and enterprises. Defining appropriate performance standards, providing necessary feedback on performance, improving performance.
3. Motivational types of employees. Identification of the motivational type according to Jiří Plamínek's theory of organizational vitality. Discussion of differentiated approaches to employee motivation. Working with unmotivated employees. Characteristics of problem employees and approach to them.
4. Difference between monetary and non-monetary remuneration, conditions of their implementation. Case study - distribution of monetary rewards, working with intangible rewards. Valuation and its use as part of the reward system. Role plays and simulation of management situations.
5. Working with reward surveys. Commercial surveys, their methodology and working with their results in the design of reward systems. Analysis of the PayWell survey. Compiling your own remuneration survey.
6. Summative and analytical methods of work evaluation. Determining the value of work for selected job positions. Application of individual job evaluation methods (ranking method, rank order method, catalogue method and scoring method). Establishment of a factoring scheme. Marking methods of job evaluation. The HAY method and its use in the development of the enterprise's tariff system.
7. Conversion of labour value into wage tariff using summative and analytical methods of labour evaluation. Application of arithmetic and geometric series methods. Solution of the wage equation. Creation of tariff scales and qualification catalogues. Calculation of examples. Discussion of the advantages and disadvantages of different types of tariff scales.
8. Basic wage forms. Calculation of wages for employees remunerated by the time and piece rate system. Proportional, progressive and degressive piece rates. Individual and collective piecework pay. Distribution of collective wages. Pensionable wages.

9. Supplementary wage forms. Use of bonus systems, bonuses, rewards in rewarding individual employee performance. Systems of participation in the results of the enterprise as part of remuneration systems. Non-monetary and monetary participation. Systems of participation in the results of the enterprise. Equity participation and conditions of its application.

10. Employee benefits, their function and place in the remuneration system. Current trends in the provision of benefits. Current situation in the practice of enterprises in Slovakia and abroad, results of surveys. Financing of benefits. Employee satisfaction surveys, methods of their implementation and use of results.

11. Analysis of the remuneration system of the selected enterprise. Evaluation of the structure of the remuneration system and its individual instruments. Evaluation of the effectiveness of remuneration. Presentation of students' final projects.

12. Analysis of the remuneration system of the selected enterprise. Evaluation of the structure of the remuneration system and its individual instruments. Evaluation of the effectiveness of remuneration. Presentation of students' final projects.

13. Analysis of the remuneration system of the selected enterprise. Evaluation of the structure of the remuneration system and its individual instruments. Evaluation of the effectiveness of remuneration. Presentation of students' final projects.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 91

A	B	C	D	E	FX
32.97	26.37	16.48	12.09	12.09	0.0

Lecturer: doc. Ing. Jana Blštáková, PhD., doc. Ing. Mgr. Zuzana Joniaková, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21014/21	Title of course: Personnel Controlling
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: 4.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21015/21-Personnel Management	
Requirements to complete the course: 40% work on assignments, 60% project development and presentation (exam)	
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: <ol style="list-style-type: none"> 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. URBAN, Jan. Řízení lidí v organizaci: Personální rozměr managementu. 2. vydanie. Praha : Wolters Kluwer, 2013. 275 s. ISBN 978-80-7357-925-8.
2. 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.
3. 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.
4. GERLACH, Dieter. Crashkurs Personalcontrolling - inkl. Arbeitshilfen online: Grundlagen, Werkzeuge und Praxisbeispiele. Freiburg : Haufe Fachbuch, 2020. 190 s. ISBN 978-364-81-32-199.
5. URBAN, Jan. Personální controlling I. – jak měřit účinnost' personálního řízení a hodnotit efektivitu investic do lidského kapitálu. Praha : Consilium Group Management Consultants, s.r.o., 2008.

Supplementary literature:

1. KOLLÁRIKOVÁ, Marieta. Zamestnanecká perspektíva Balanced Scorecard a Balanced Scorecard pre riadenie ľudských zdrojov. Manažment ľudského potenciálu v podniku. Zvolen : Technická univerzita vo Zvolene. 2008. 184 s. ISBN 978-80-228-1871-1.
2. URBAN, Jan. Případové studie z managementu lidských zdrojů. Praha : Ústav práva a právní vědy. 2014. 152 s. ISBN 978-80-87974-03-2.
3. KOUBEK, Josef. Řízení lidských zdrojů. 5. vydání. Praha : Management Press, 2015. 399 s. ISBN 978-80-7261-288-8.
4. 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:

Slovak

Notes:**Assessment of courses**

Total number of evaluated students: 57

A	B	C	D	E	FX
21.05	36.84	35.09	5.26	1.75	0.0

Lecturer: doc. Ing. Jana Blštáková, PhD., doc. Ing. Mgr. Zuzana Joniaková, PhD., Ing. Nina Dědečková**Date of the latest change:** 02.02.2022**Approved by:** Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21015/21	Title of course: 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: 1.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21021/21-Human Resource Management or KM FPM/MMB21006/21-Management Decision-Making	
Requirements to complete the course: 20 % continuous work on assignments, 20 % elaboration and presentation of the project, 60 % combined examination	
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)	
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. SZARKOVÁ, Miroslava - HLÁSNA, Slávka - GAŽOVÁ ADAMKOVÁ, Hana - KLIMENTOVÁ, Lenka - MATKOVČÍKOVÁ, Natália. Personálny marketing a personálny manažment. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2013. 265 s. ISBN 978-80-225-3594-6.
2. ARMSTRONG, Michael – TAYLOR, Stephen. Řízení lidských zdrojů. Praha : Grada Publishing, 2015. 928 s. ISBN 9788024752587.
3. 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.

4. ULRICH, David. (2013): Human resource champions: the next agenda for adding value and delivering results. Harvard Business Press, 2013. ISBN 0-87584-719-6..

5. BLŠTÁKOVÁ, Jana - DUBCOVÁ, Gabriela - JONIAKOVÁ, Zuzana. Využitie podnikovej kultúry v personálnom riadení. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2014. 245 s. ISBN 978-80-225-3829-9.

6. BLŠTÁKOVÁ, Jana - GÁLIK, Rudolf - JONIAKOVÁ, Zuzana - TARIŠKOVÁ, Natália. Zmeny v riadení ľudských zdrojov, riadenie ľudských zdrojov v zmenách. 1. vydanie. Bratislava : Vydavateľstvo EKONÓM, 2015. 234 s. ISBN 978-80-225-4065-0.

7. 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. URBAN, Jan. Případové studie z managementu lidských zdrojů. Praha : Ústav práva a právní vědy, 2014. 152 s. ISBN 978-80-87974-03-2.

2. KOUBEK, J. Řízení lidských zdrojů. 5. vydání. Praha : Management Press, 2015. 399 s. ISBN 978-80-7261-288-8.

3. ARNOLD, John a kol. Work Psychology: Understanding Human Behaviour in the Workplace. Harlow : Pearson Education Limited. 2016, 765 s. ISBN 978-1-2920-6340.

4. BOLEK, Vladimír. 2019. Digitalizácia podnikových procesov v kontexte priemyslu 5.0. Bratislava : Vydavateľstvo EKONÓM, 2019. 76 s. ISBN 978-80-225-4683-6.

5. BLŠTÁKOVÁ, Jana - GÁLIK, Rudolf - JONIAKOVÁ, Zuzana - TARIŠKOVÁ, Natália. Zmeny v riadení ľudských zdrojov, riadenie ľudských zdrojov v zmenách. 1. vydanie. Bratislava : EKONÓM, 2015. 234 s. ISBN 978-80-225-4065-0.

6. KACHAŇÁKOVÁ, Anna - NACHTMANNOVÁ, Oľga - JONIAKOVÁ, Zuzana. Riadenie ľudských zdrojov : personálna práca a úspešnosť podniku. Bratislava : Sprint vfra, 2007. 207 s. ISBN 978-80-89085-87-5.

7. 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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 654

A	B	C	D	E	FX
23.24	21.71	25.38	16.06	12.23	1.38

Lecturer: doc. Ing. Jana Blštáková, PhD., Mgr. Natália Matkovčíková, PhD., doc. Ing. Mgr. Zuzana Joniaková, PhD., Mgr. Oľga Nachtmannová, PhD., Ing. Soňa Ďurišová, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/MVP22900/22	Title of course: Practical internship 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: 2	
Recommended semester/trimester of study: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: Certificate of completion of the practical placement in the company; Preparation of the Report from the practical placement; Final evaluation interview	
Student workload: 78 h (participation in the internship in the company - 70 h, processing of the final report - 6 h, final interview 2 h)	
Teaching results: Knowledge: - Verification of knowledge from the master's study and addition of new knowledge, resulting from the conditions and needs of economic practice. Skill: - Identification and application of knowledge in solving specific problems and work tasks; - linking the acquired knowledge to the specific assignment of the final (master's) thesis. Competence: - The ability to define a work problem or work task; - ability to propose a possible solution, explain the procedure and the reasons (arguments); - ability to integrate into the work of a team (ability to perform work tasks).	
Indicative content: After an initial meeting with the thesis supervisor to agree on the specific course and expected results of the practical placement, the student goes to the company from which he/she has been accepted for the practical placement. On the spot, he/she will familiarise himself/herself with the working conditions, internal regulations and discuss with the consultant (representative of the enterprise) the scope of the work tasks, the nature of the work, the organisational structure of the enterprise as well as other facts necessary for the performance of the traineeship. Throughout the traineeship, the trainee is in contact with the supervisor of the thesis, which enables any problems to be solved on an ongoing basis. At the end of the placement, the student will produce a report which will then be discussed (during the final assessment interview) with the thesis supervisor and the consultant from the company.	
Support literature:	
Syllabus:	

After an initial meeting with the thesis supervisor to agree on the specific course and expected results of the practical placement, the student goes to the company from which he/she has been accepted for the practical placement. On the spot, he/she will familiarise himself/herself with the working conditions, internal regulations and discuss with the consultant (representative of the enterprise) the scope of the work tasks, the nature of the work, the organisational structure of the enterprise as well as other facts necessary for the performance of the traineeship. Throughout the traineeship, the trainee is in contact with the supervisor of the thesis, which enables any problems to be solved on an ongoing basis. At the end of the placement, the student will produce a report which will then be discussed (during the final assessment interview) with the thesis supervisor and the consultant from the company.

Language whose command is required to complete the course:

Slovak, English

Notes:

Assessment of courses

Total number of evaluated students: 35

A	B	C	D	E	FX
82.86	14.29	2.86	0.0	0.0	0.0

Lecturer: doc. Ing. Jana Blštáková, PhD., Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA

Date of the latest change: 18.05.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21019/21	Title of course: Project 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: 2.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21027/21-Management	
Requirements to complete the course: 40% continuous written work, 60% combined exam	
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)	
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. Introduction to project management.
2. Project management organization.
3. Teamwork and creativity in project management.
4. Process model of project management.
5. Project preparation and verification.
6. Project planning.
7. Implementation of project activities.
8. Project control.
9. Methods and techniques of project management.
10. Project financing. Sources of funding.
11. Project management in specific conditions.
12. Agile project management.
13. International standards of project management.

Thematic definition of exercises:

1. Introduction to project management.
2. Project management organization.
3. Teamwork in project management.
4. Project preparation.
5. Project verification.
6. Project planning.
7. Implementation of project activities.
8. Methods and techniques of project management.
9. Project quality management.
10. BATNA. The art of conducting project negotiations on a non-competitive principle.
11. Final project report.
12. Presentation of seminar papers I.
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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 301

A	B	C	D	E	FX
21.26	14.95	22.92	32.89	7.97	0.0

Lecturer: doc. Ing. Juraj Mišún, PhD., Ing. Natália Tarišková, PhD.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KMVaL FPM/ MMD21004/21	Title of course: Quality 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: 5	
Recommended semester/trimester of study: 2.	
Degree of study: II.	
Prerequisites: KMVaL FPM/MMD21011/21-Production Management or KPH FPM/MMC21015/21-Business Economy	
Requirements to complete the course: 20 % seminar paper, 80 % written exam	
Student workload: 130 h (attendance at lectures 26 h, attendance at seminars 26 h, elaboration of seminar work 26 h, presentation of seminar work 13 h, preparation for exam 39 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • students learn the basic theoretical knowledge in the field of quality management. As future employees of companies, they will become familiar with a comprehensive view of quality management, including the procedures for its provision, which they will use in their future professional activities Competence: <ul style="list-style-type: none"> • to effectively use essential information about quality management, its historical development, personalities, basic and new tools, process approach, quality management concepts, quality management system, implementation and certification of quality management, • to critically explain quality assurance procedures, • to characterise the essence and evaluate the use of comprehensive quality management, • to propose changes in business entities towards the application of quality management methods. Skill: <ul style="list-style-type: none"> • to be able to interpret important terms and concepts related to quality management, critically evaluate an overview of quality development factors, • to analyse basic and new quality management tools and techniques, • to analyse quality management concepts, • to analyse the quality management system, • to analyse the implementation and certification of quality management. 	
Indicative content: Thematic definition of lectures: <ol style="list-style-type: none"> 1. History, development and background of quality management 2. Comparison of quality management in the world 	

3. Basic methods and tools of quality management
4. New quality management methods and tools
5. Quality management improvement tools
6. Trademarks and their role in quality management
7. Process approach in quality management
8. International standardisation and ISO standards
9. Metrology in quality management
10. Total Quality Management (TQM)
11. Quality management system
12. Certification in quality management
13. Consumer protection position against poor quality

Thematic definition of exercises:

1. Quality management in the 21st century
2. Personalities in quality management
3. Changes in quality management
4. Quality management concepts
5. Normative assurance of quality management systems
6. Structure of ISO standards
7. Metrology, conformity assessment in the quality system
8. Quality assurance in the sense of TQM
9. Total quality management models
10. Economic aspects of quality management
11. Quality management system integration
12. Trends and direction of quality management
13. Quality Management and Industry 4.0

Support literature:

Basic literature:

1. LEŠČIŠIN, Michal. Manažment kvality. 1. vyd. Bratislava : Vydavateľstvo EKONÓM, 2011. 262 s. ISBN 978-80-225-3290-7.
2. DŽUBÁKOVÁ, Martina. Manažment kvality: príručka pre interný audit systému manažérstva kvality. Bratislava: Vydavateľstvo EKONÓM, 2016, 106 s. ISBN 978-80-225-4243-2.
3. DŽUBÁKOVÁ, Martina - KAPUSTA, Ján - LICHNEROVÁ, Linda. Manažment kvality : vybrané metódy zlepšovania kvality. 1. vyd. Bratislava : Vydavateľstvo EKONÓM, 2011. 140 s. ISBN 978-80-225-3198-6.
4. PAULOVÁ, Iveta. Komplexné manažérstvo kvality. 3. dopln. vyd. Bratislava: Wolters Kluwer, 2018. 160 s. ISBN 978-80-8168-834-8.
5. NENADÁL, Jaroslav. Management kvality pro 21. století. Praha: Management Press, 2018. ISBN 978-80-7261-1561-2.
6. NENADÁL, Jaroslav. a kol. Moderní management jakosti: principy, postupy, metody. 1. vyd. Praha: Management Press, 2008. 377 s. ISBN 978-80-7261-186-7.

Supplementary literature:

1. LUDVÍK, Filip. Efektivní řízení kvality. Praha: Pointa, 2019. 238 s. ISBN 978-80-907530-5-1.
2. NENADÁL, Jaroslav. Systémy managementu kvality: co, proč a jak měřit?. Praha: Management Press, 2016. ISBN 978-80-7261-426-4.
3. MATEIDES, Alexander. Manažérstvo kvality : história, koncepty, metódy. Bratislava : EPOS, 2006. 751 s. ISBN 80-8057-656-4.
4. DONEY, Jeffry A. Total Quality Management (TQM): Concepts, Implementation and Applications. New York: Nova Science Publishers, Inc. 2019. 111 p. ISBN 978-1-53615-601-0.

5. SUNIL Sharma. Total Quality Management: Concepts, Strategy and Implementation for Operational Excellence. New Dehli: SAGE Publications Pvt. Ltd, 2018. 478 p. ISBN 978-9351502814.

6. DALE, B G - BAMFORD, David R, VAN, Anthony. Managing Quality : An Essential Guide and Resource Gateway. Chichester, West Sussex, United Kingdom: Wiley. 2016. 352 p. ISBN 978-1-119-13092-5.

Syllabus:

Thematic definition of lectures:

1. History, development and background of quality management

Individual organisations differ from each other in the way their processes are managed. This has an impact on the overall effectiveness of each organisation. In order to maintain an organisation's competitiveness, it is important to address quality issues and implement quality management, which should be a natural part of any organisation's management.

2. Comparison of quality management in the world

There are differences between American and Japanese quality management. These main directions of development are linked to important events in quality management, as they laid the foundations for several methods and tools that are still implemented in companies today. The aim of this issue is a clear comparison of quality management with regard to the division according to the main directions of development in the world.

3. Basic methods and tools of quality management

Quality management must ensure that individual activities are carried out objectively and that its principles are effective and efficient. This is achieved through the application of methods and tools in quality management. Seven basic tools are an essential part of the methods and tools in quality management: flow chart, cause and effect diagram, histogram, scoring chart, information gathering table, pareto diagram, control chart.

4. New quality management methods and tools

The development of quality management has given rise to new quality management methods and tools. The new quality management methods and tools (affinity diagram, correlation diagram, systematic (tree) diagram, matrix diagram, matrix data analysis, PDPC diagram, network diagram) do not replace the seven basic methods and tools, but help comprehensive quality management to improve quality planning.

5. Quality management improvement tools

An essential and natural part of quality management is its improvement through appropriate product and process quality improvement tools. The quality management improvement tools include Lean management, Lean production, Six Sigma, Poka - Yoke, PDCA cycle, 5 Whys, 8D, FMEA, QFD, Reengineering.

6. Trademarks and their role in quality management

Trademarks belong to the group of industrial rights that are not only linked to the results of an individual's intellectual activity, but are rights linked to the use of the results of creative activity in the corporate environment, as they have potential property value and add value to the company. In contemporary business, it is important to note that the initial information about the quality of a product is already given in its trademark.

7. Process approach in quality management

The process approach in the management of any organization is based on the principle of management and interaction of all processes in the organization in order to meet the set objectives. Each process must be planned, implemented, controlled and improved. The quality management system and its approach includes the area of processes, the importance of which is constantly growing due to the constant changes that lead to continuous process improvement.

8. International standardisation and ISO standards

International standardisation is the provision, determination and regulation of the most appropriate solutions for repetitive tasks in terms of safety, quality and economy. In international standardisation, international and national organisations in the field of standardisation - International Organisation for Standardisation, International Electrotechnical Commission, European Committee for Standardisation, European Committee for Electrotechnical Standardization, Slovak Standards Institute - have an indispensable place.

9. Metrology in quality management

Metrology activities, calibration, testing and measurement enable the creation of products, services and at the same time provide confidence in products and processes in everyday life and business relationships. The functioning of markets requires buyers and sellers to be mutually convinced of the reliability of trading partners. One way to do this is through the implementation of technical standards/norms in conformity assessment and verification/certification/testing to demonstrate compliance.

10. Total Quality Management (TQM)

Total quality management is a systematic approach to management in an organization. Its main benefit is to continuously increase the value to the customer. Total quality management is a system that consists of organizational, administrative and technical procedures and methods.

11. Quality management system

The quality management system is a comprehensive set of standards, regulations and standardised procedures intended to manage and organise all production and support processes in an organisation in such a way as to result in consistently and repeatedly high quality of all products and services.

12. Certification in quality management

Certification is an activity of a body independent of the manufacturer and the consumer, the purpose of which is to objectively assess whether the product, but in particular the entire quality system, meets and complies with the specified requirements. Certification differs from the traditional testing function in that it does not only assess the quality of the final product (product, service), but also the overall level of all the production conditions in which the quality is produced.

13. Consumer protection position against poor quality

Quality development is preferably directed towards meeting customer needs. Protecting them from poor quality is the culmination of consumer care. Protecting consumers from poor quality is an essential part of modern quality management.

Thematic definition of exercises:

1. Quality management in the 21st century

Quality management in the 21st century is influenced by the intensifying competitive environment, the disappearance of natural monopolies, the digitalisation of society, the rational use of natural resources, more demanding requirements of customers who place emphasis on safety, innovation pressure, the interconnection of information systems between supplier and customer. On the basis of these facts, it is necessary to define the position and development of quality management in the 21st century.

2. Personalities in quality management

Personalities have an irreplaceable place in quality management and have a significant contribution to the development and evolution of quality management. Many American experts have implemented their knowledge and approaches in Japan. Significant personalities include Deming - PDCA cycle, Juran - Juran's quality trilogy, Crosby - PAF model, Feigenbaum - TQM and others.

3. Changes in quality management

Under the pressure of the competitive environment and scientific and technological 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. The aim of the problem is to present the development of quality assurance with a focus and identification of changes and factors that have occurred in quality management with the gradual evolution and have conditioned the development of new methods and tools.

4. Quality management concepts

As a consequence of the development, three basic concepts of quality management have emerged in quality management. These concepts can be seen as strategic approaches that develop quality management in different environments and with different intensity.

5. Normative assurance of quality management systems

The quality management standard is defined as a set of rules, procedures and requirements for the management of an organisation to ensure the quality of the end product. Standards can be considered as a basic methodological tool by which an organisation can better prepare itself for the process of implementation and subsequent certification.

6. Structure of ISO standards

In recent years, building and implementing a quality management system based on ISO standards has been regarded as the basic form of quality organisation. The STN EN ISO 9000 series of standards represents one of the possible quality management systems that must adapt to changing market conditions, changing customer requirements, whether customers or end consumers of the organisation's products.

7. Metrology, conformity assessment in the quality system

The quality of products has a dominant position and is a decisive factor in the development of society. The basic prerequisite for ensuring the quality of products and services is the correct, accurate and uniform evaluation of basic parameters, the choice of correct and accurate measuring instruments and methods, ensuring the basic conditions of measurement quality at the required professional level. The professional level of the personnel is a decisive factor to which primary and increased attention must be paid. These aspects, together with legislation and organisational measures, are covered by the concept of metrological assurance.

8. Quality assurance in the sense of TQM

TQM (Total Quality Management) is a comprehensive management method that emphasises the management of quality in all dimensions of an organisation. In doing so, it goes beyond quality management and becomes a method of strategic management and a management philosophy for the entire organisation.

9. Total quality management models

Comprehensive quality management models are found all over the world. The competitive struggle is also reflected in the drive of organisations to continuously improve quality and performance with the aim of public recognition. As in other fields, there are awards in quality management at the supranational and national levels. The Deming Prize, the Malcolm Baldrige National Quality Award, the European Quality Award, and the National Quality Award are considered to be the most important.

10. Economic aspects of quality management

The economic aspects of quality management represent a wide range of issues from product economic analysis and its various methods to the overall impact of quality on the economic efficiency of production and the whole organisation. The starting point for the economic synthesis of quality are cost and price analyses.

11. Quality management system integration

The integration of the quality management system represents a commitment to sustainable development in the area of customer relations, as well as in relation to the environment and occupational health and safety, management information security.

12. Trends and direction of quality management

The current trends and direction of quality management focuses not only on the creation of a quality product that should satisfy the increasing demands of customers, but the priority is to benefit all stakeholders in the form of sustainable development, when we can talk about the shift of product quality to the quality of the organisation.

13. Quality Management and Industry 4.0

Industry 4.0 in conjunction with quality management is a journey of new and advanced technologies and innovations that will be a significant way to respond most effectively to ever-changing market demands and a way to remain competitive against fast-growing global economies. Quality management under the influence of Industry 4.0 will embrace change, it will use Industry 4.0 technologies, it will continuously evolve and change.

Language whose command is required to complete the course:

Slovak

Notes:**Assessment of courses**

Total number of evaluated students: 316

A	B	C	D	E	FX
12.03	22.15	31.33	16.14	14.87	3.48

Lecturer: doc. Ing. Patrik Richnák, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPH FPM/ MMC21006/21	Title of course: Sales Strategy
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: 3.	
Degree of study: II.	
Prerequisites: KPH FPM/MMC21007/21-Enterprise and Entrepreneurship or KMr OF/MOA21148/21-Marketing or KPH FPM/MMC21015/21-Business Economy	
Requirements to complete the course: 30 % seminar project, 70 % final written exam	
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)	
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: <ul style="list-style-type: none"> • 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. MAJTÁN, Štefan a kol.: Odbytová stratégia. Bratislava : Vydavateľstvo Sprint2, 2013. 280 s. ISBN 978-80-89393-92-3.
2. GRANČIČOVÁ, Katarína - HRUŠOVSKÁ, Dana - ŠTETKA, Peter. Odbytová stratégia. Praktikum. Bratislava: Vydavateľstvo Ekonóm, 2018. 214 s. ISBN 978-80-225-4560-0.

3. PORTER, Michael. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York : The Free Press, 1980. 396 s. ISBN 9780029253601.
4. LILIEN, Gary L. - RANGASWAMY, Arwind, - DE BRUYN, Arnaud. Principles of Marketing Engineering and Analytics, 3rd Edition. DecisionPro, Inc., 2018. 328 s. ISBN 978-0985764821.
5. LILIEN, Gary L. - KOTLER, Philip - MOORTHY, Sridhar. K. Marketing Models. Prentice Hall, 1991. 803 s. ISBN 978-0135446447.

Supplementary literature:

1. KOTLER, Philip - KELLER, Kevin L. 2017. Marketing management. 2017. ISBN 978-0-13-385646-0.
2. KOTLER, Philip - KELLER, Kevin L. 2016. Marketing management. India : Pearson India Education Services Pvt. Ltd., 2016. ISBN 978-93-528-6880-3.
3. BÁRTOVÁ, Hilda – BÁRTA, Vladimír – KOUDELKA, Jan. 2007. Chování spotřebitele a výzkum trhu. Praha : Vysoká škola ekonomická v Praze, Nakladatelství Oeconomia, 2007. 243 s. ISBN 978-80-245-0778-1.
4. Enginius: Marketing Engineering Online. Dostupné na internete: <https://www.enginius.biz/>
5. ŠLOSÁR, Róbert - MAJTÁN, Štefan - ŠTETKA, Peter - GRISÁKOVÁ, Nora. Vizualne podnety a rezponzívne správanie spotrebiteľov. 1. vydanie. Praha : Wolters Kluwer ČR, 2019. 213 s. ISBN 978-80-7598-573-6.
6. ŠTETKA, Peter - GRISÁKOVÁ, Nora - KINTLER, Jakub - HRUŠOVSKÁ, Dana. Faktory difúzie produktovej inovácie. 1. vydanie. Praha : Wolters Kluwer ČR, 2019. 197 s. ISBN 978-80-7598-629-0.
7. ŠTETKA, Peter - MAJTÁN, Štefan. Referenčný rámec spotrebiteľa naprieč kultúrami. 1. vyd. Bratislava : Vydavateľstvo EKONÓM, 2014. 149 s. ISBN 978-80-225-4010-0.
8. EVERETT, Rogers M. Diffusion of Innovations, 5th Edition. Free Press, 518 p. ISBN 978-0743222099.
9. USUNIER, Jean-Claude – LEE, Julie Anne. Marketing Across Cultures, 6th Edition. Pearson, 2012. 478 s. ISBN 978-0273757733.
10. HOJDIK, Vladimír - HRUŠOVSKÁ, Dana - GRANČIČOVÁ, Katarína. Reputácia nielen v kontexte eko-inovácií: možnosti merania a hodnotenia reputácie a online reputácie. 1. vydanie. České Budějovice : Vysoká škola evropských a regionálných studií, 2020. 159 s. ISBN 978-80-7556-078-0.

Syllabus:

Thematic definition of lectures:

1. Concept and Context of Sales Strategy. Classification of Sales Strategies. The Process of Creating a Sales Strategy.

Content of the sales strategy, and its interdisciplinary links. The place of the sales strategy in the structure of business strategies. The process of creating a sales strategy. SWOT analysis as a broad-spectrum method of basic approach to sales & marketing analysis. Overview of follow-up methods - deepening the results of SWOT analysis. Dimensions of modern sales & marketing approaches and strategies.

2. Sales & Marketing Engineering and Market Analysis as a Starting Point for a Successful Sales Strategy.

Managerial decision-making in the context of sales strategies, software support in choosing proper sales strategies, analytical tools, quantitative and qualitative methods, types of models, responsive models, forecasting models, benefits and limitations of these models, principles and examples of applying sales & marketing engineering methods and models.

3. Consumer Behavior in B2C Markets as a Factor Influencing The Sales Strategy.

Specifics of B2C markets. Factors influencing consumer behavior in B2C markets. Types of consumer behavior and customer purchasing decisions in B2C markets. Current trends in consumer behavior. Differences in consumer behavior in global and local markets.

4. Consumer Behavior in B2B Markets as a Factor Influencing The Sales Strategy.

Specifics of B2B markets. Types of B2B markets. Specifics of consumer behavior in B2B markets – producers, resellers, government, and institutions market. Customer preferences, product / brand attributes, simple and multinomial choice models, analysis of elasticity of customers preferences. Current trends in consumer behavior in B2B markets. Neuromarketing and its use in customer-centric sales strategies (lecture provided by an external partner).

5. Customer-Centric Sales Strategies.

Positioning strategy. Customer relationship management. Customer needs, purchasing process, approaches to measure the customer value (objective, perceptions-based and behavioral), relations: costs – price - value, customer valuation methods, esp. CLV analysis (Customer Lifetime Value), RFM (Recency, Frequency, Monetary Value) model, etc.

6. Competitive Analysis and Types of Competitive Sales Strategies.

Competitive analysis as a starting point for creating a competitive strategy. Basic competitive strategies - cost leadership, differentiation, and focus strategy. Competitive intelligence.

7. Types of Competitive Sales Strategies.

Some other selected types of competitive sales strategies - market share strategies, strategies differentiated according to market position, strategies based on the product / market matrix, strategies based on the time factor and the globalization factor. Possibilities of using software solutions in the process of creating a competitive strategy, perception maps, preference maps, JointSpace maps, changes in market share caused by changes in perceptions of product / brand attributes.

8. Product-Centric Sales Strategies.

Product design. Strategies for developing and launching a new product. Strategies in other phases of the product life cycle. Modeling consumers response using Conjoint analysis. Launching a new product on the market. Forecasting models: model ASSESSOR, Bass model. Use of analogy in forecasting future sales.

9. Sales strategies focused on marketing communication - part I.

Choosing elements of marketing communication - specifics of sales strategies in advertising, promotion, public relations, direct marketing, and personal sales. Changes in the marketing environment and its impact on the form of marketing communication. Components of marketing communication and importance of these components in the communication mix.

10. Sales strategies focused on marketing communication - part II.

The process of creating a marketing communication strategy. Current trends and specific forms of marketing communication. Online marketing communication, possibilities of measuring and evaluating its effectiveness (lecture provided by an external partner).

11. Sales strategies focused on distribution – part I.

12. Characteristics of distribution routes and distribution entities. Choosing a distribution channel.

13. Sales strategies focused on distribution – part II.

Distribution system. Types of distribution strategies and their characteristics. Current trends and future of distribution channels and distribution strategies. Direct Marketing. E-commerce.

14. Evaluation of sales strategies.

Approaches to measuring sales & marketing performance. Sales & marketing audit. Current approaches and developments in the field of marketing performance evaluation. KPI's (Key Performance Indicators).

Thematic definition of exercises:

1. Methodology of basic approach to sales & marketing analysis - SWOT. Assignment of seminar project from the field of sales & marketing analysis. Adapting the seminar project to different conditions - types of companies, industries, markets, etc.

2. Basic indicators of quantitative market analysis and applications - market potential, market capacity, market saturation. In-depth methods of sales & marketing analysis. Application using the software Marketing Engineering for Excel or Enginius.
3. Customer choice models and applications. Preference elasticity analysis using the Multinomial Logit Model and solving it in ME>Excel or Enginius.
4. Different ways of approaching customers. CLV (Customer Lifetime Value) analysis using ME>Excel or Enginius, and RFM (Recency, Frequency, Monetary Value) model.
5. Industry analysis, indicators allowing the evaluation of market / industry attractiveness and company's internal strength. Methodology for finding a competitive advantage based on differences. Market segmentation - applications (segmentation basis, descriptors, profiles, etc.) and classification. Targeting, up-selling, cross-selling. Application of segmentation and classification using the ME>Excel software or Enginius. Using dendrogram to choose the number of segments according to the loss of information.
6. Presentations of seminar projects. Learning and using presentation and communication skills. Getting feedback.
7. Sales strategies focused on market share. Portfolio analysis, positioning strategies. Application of ME>Excel / Enginius software to create perception maps, preference maps, JointSpace map, and to find the optimal mix of attributes, which is maximizing the market share. GE McKinsey matrix.
8. Case studies focused on designing and launching a new product and forecasting its sales. Using ME>Excel / Enginius to prepare the Conjoint analysis, and to use Bass model, model ASSESSOR, and MS Excel Solver to forecast future sales.
9. Situational analysis for the purpose of marketing communication strategy. Basic components of the communication mix and its use. Assignment of a seminar project focused on creating optimized marketing communication mix. Discussing current trends in marketing communication.
10. Designing and budgeting the communication mix. Applying ADBUG decision-making model to optimize the marketing communication's budget using ME>Excel / Enginius.
11. Selecting distribution routes, choosing the distribution strategy, and modifying selected distribution routes - practical applications. Optimizing the CALLPLAN system using ME>Excel / Enginius.
12. Presentations of seminar projects. Learning and using presentation and communication skills. Getting feedback.
13. Evaluation of assignments, harvesting value from sales strategy course.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 462

A	B	C	D	E	FX
9.31	23.59	34.63	26.41	5.63	0.43

Lecturer: Ing. Katarína Grančíčová, PhD., Ing. Dana Hrušovská, PhD., Ing. Bc. Peter Štetka, PhD., doc. PhDr. Peter Dorčák, PhD.

Date of the latest change: 08.02.2022

Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible

for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KIM FPM/ MMA21013/21	Title of course: Social Networks in Business
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: 3.	
Degree of study: II.	
Prerequisites: KIM FPM/MMA21008/21-Information Technology Management or KMr OF/MOA21148/21-Marketing or KIM FPM/MMA21006/21-Business Information System	
Requirements to complete the course: 30 % continuous written work, 70 % written examination	
Student workload: 130 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation of the project 26 h, preparation for exam 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • An overview of the company's engagement opportunities and strategies on various social media platforms and the creation of content for these social media platforms using various tools, formats and methods to engage the organisation's potential customers. Competence: <ul style="list-style-type: none"> • Designing a target group of potential customers of the enterprise found on social media for accurate content targeting. • Understanding of the opportunities provided by different social media and the ability to select the optimal mix of these media for the enterprise. • Creating a strategy for the enterprise to position itself on social media. • Understanding the data and patterns of social networks and being able to assess and evaluate the effectiveness of an organisation's presence on these media. Skill: <ul style="list-style-type: none"> • Creating engaging multimedia content to meet the needs of an enterprise presence on social media. • Assessing and evaluating different social media platforms and how to appropriately present a specific organization on said media. • Creating a mix of the different communication channels available on social media to create a cost-effective cooperative platform for communication. • Acquiring, integrating, analyzing and then interpreting the data collected from social media to evaluate the organization's performance on social media. 	
Indicative content: Thematic definition of lectures: 1. Basic background of social networks in business.	

2. Baseline before entering a business into social media.
3. Analyzing the opportunities in the organization's social media presence.
4. Creating a social media strategy.
5. Options for presenting the company in the Facebook social networking environment.
6. Options for presenting the firm in a social networking environment.
7. Opportunities to present the firm in a social networking environment aimed at professionals.
8. The use of social networks in the B2B field.
9. Paid advertising options on social networks.
10. Evaluating the success of an organisation's social media presence.
11. Live streaming using social media.
12. Copywriting.
13. Legal and ethical frameworks of social media business.

Thematic definition of exercises:

1. The basics of using open-source software for creating graphics (Inkspace) as a support for creating content for social networks.
2. The basics of using open-source graphics editing software (Gimp) as support for creating content for social networks.
3. Working with open-source video editing software for quick editing of short videos for publishing on social networks.
4. A case study of conducting an audit of a selected company's online and social media presence.
5. Creation of a profile of a fictitious organization on the social network Facebook, creation and possibilities of different formats of promotion of the selected organization and the possibility of selling goods directly using the mentioned social network.
6. Possibilities of promotion and presentation of the selected fictitious organization using social networks focused on multimedia content (Instagram, Pinterest, Tiktok and others).
7. Possibilities of promotion and presentation of the selected fictitious organisation using social networks focused on textual content (Twitter and others).
8. A case study of the process of recruiting potential employees using social networks in general and using a specialized social network LinkedIn.
9. Procedures for acquiring B2B leads using different social networks with a focus on LinkedIn.
10. The basics of working with the open-source streaming tool OBS and linking it to broadcast live content to social networks.
11. Analyzing data collected from different social networks and evaluating it using one central dashboard created in PowerBI.
12. Presentation of student projects.
13. Presentation of student projects.

Support literature:

Basic literature:

1. PERFORMICS a kol., Uspejte v online. Bratislava : Lion Communications Slovakia, 2021. 296 s. ISBN 9788097369408
2. KAWASAKI, Guy. – FITZPATRIKOVÁ, Peg. Umění sociálních médií. Bratislava : Impossible, s.r.o., 2017. 160 s. ISBN 9788087673300.
3. JANOUC, Viktor. Internetový marketing. Brno : Computer Press, 2020. 376 s. ISBN 9788025150160.
4. JAMBOR, Jiří – KYSELÝ, Jan. Social Selling. Future Sales, Praha : Jiří Jambor, 2019. 130 s. ISBN 9788090653115.
5. LOSEKOOT, Michelle – VYHNÁKOVÁ, Eliška. Jak na síť. Praha : Jan Melvil Publishing, 2019. 328 s. ISBN 9788075550842.

Supplementary literature:

1. LIPSCHULZ, Harris. Social Media Communication. 3. vyd. London : Routledge, 2021. 388 s. ISBN 978-0367195007.
2. BUTOW, Erik a kol. Ultimate Guide to Social Media Marketing. Entrepreneur Press, 2020. 376 s. ISBN 978-1599186740
3. SOLOMON, Michael. – TUTEN, Tracy. Social Media Marketing. London : Pearson, 2014. 248 s. ISBN 9781292023533.
4. OPRESNIK, Marc. – KOTLER, Philip. – HOLLENSSEN, Svend. Social Media Marketing: A Practitioner Guide. 4. vyd. Hamburg : Opresnik Managment Consulting, 2020. 231 s. ISBN 979-8643250623.
5. QUESENBERRY, Keith. Social Media Strategy. Lanham : Rowman & Littlefield, 2015. 256 s. ISBN 9781442251533.
6. RYAN, Damian. Understanding Social Media. Lonodn : Kogan Page, 2015. 300 s. ISBN 978-0749473563.

Syllabus:

Thematic definition of lectures:

1. Basic background of social networks in business - definition of social networks, types of social networks, possibilities of presence on different types of social networks.
2. Baseline before entering a business into social media, creating goals, defining target groups of potential customers, creating personas, defining budget and understanding options.
3. Analyzing the opportunities in the organization's social media presence - creating a customer journey and identifying the points where the potential customer comes in contact with the organization's social networks. Creating a social media funnel. Evaluating and auditing current presence.
4. Creating a social media strategy - strategy design process including auditing the current situation, creating a SWOT analysis, competitive analysis, defining the target audience, content platforms (blog, website, podcast, webinars, ...), defining social media channels and identifying tactical lead generation plans.
5. Options for presenting the company in the Facebook social networking environment, strategies for approaching content creation, paid promotion options, ways to sell products and data acquisition options.
6. Options for presenting the firm in a social networking environment focused on multimedia content such as Instagram, Pinterest, and others, strategies for approaching content creation, paid promotion options, ways to sell products, and data acquisition options.
7. Opportunities to present the firm in a social networking environment aimed at professionals such as LinkedIn and others, strategies for approaching content creation, opportunities for paid promotion, ways to sell products, and opportunities for data acquisition.
8. The use of social networks in the B2B field, their specifics compared to traditional social networks, strategies for applying in the B2B field on standard social networks.
9. Paid advertising options on social networks and their benefits for businesses compared to organic posts, financial comparison on both approaches based on an example.
10. Evaluating the success of an organisation's social media presence - methods of obtaining data from social networks, data integration, calculating KPIs and assessing financial effectiveness.
11. Live streaming using social media - options for broadcasting via different streaming platforms, their advantages and disadvantages, ways to acquire leads and generate revenue.
12. Copywriting - effective copywriting for social and online media to engage the target audience, opportunities to use blog posts and various forms of documents to generate leads.
13. Legal and ethical frameworks of social media business - case studies on the possibilities of misuse of personal data available on social networks, legal aspects of intellectual property protection when publishing content on social networks.

Thematic definition of exercises:

1. The basics of using open-source software for creating graphics (Inskpace) as a support for creating content for social networks.
2. The basics of using open-source graphics editing software (Gimp) as support for creating content for social networks.
3. Working with open-source video editing software for quick editing of short videos for publishing on social networks.
4. A case study of conducting an audit of a selected company's online and social media presence.
5. Creation of a profile of a fictitious organization on the social network Facebook, creation and possibilities of different formats of promotion of the selected organization and the possibility of selling goods directly using the mentioned social network.
6. Possibilities of promotion and presentation of the selected fictitious organization using social networks focused on multimedia content (Instagram, Pinterest, Tiktok and others).
7. Possibilities of promotion and presentation of the selected fictitious organisation using social networks focused on textual content (Twitter and others).
8. A case study of the process of recruiting potential employees using social networks in general and using a specialized social network LinkedIn.
9. Procedures for acquiring B2B leads using different social networks with a focus on LinkdedIn.
10. The basics of working with the open-source streaming tool OBS and linking it to broadcast live content to social networks. Streaming to social networks using mobile devices.
11. Analyzing data collected from different social networks and evaluating it using one central dashboard created in PowerBI.
12. Presentation of student projects - designing a three month social media plan for a selected company.
13. Presentation of student projects - proposal of a three-month social media plan for a selected company.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 27

A	B	C	D	E	FX
59.26	14.81	14.81	7.41	0.0	3.7

Lecturer: doc. Ing. Vladimír Bolek, PhD., Ing. Matej Černý, PhD., Ing. Benita Beláňová, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21025/21	Title of course: Strategic 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: 3.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: 10 % at exercise activity, 30 % seminar work, 60 % written exam	
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)	
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:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 297

A	B	C	D	E	FX
6.73	19.19	31.99	37.04	1.01	4.04

Lecturer: prof. Ing. Štefan Slávik, CSc., Ing. Richard Bednár, PhD., doc. Ing. Ivana Mišúnová Hudáková, PhD.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MVPB22904/22	Title of course: Talent management - trends 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: 2	
Recommended semester/trimester of study: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: 40 % active participation in seminars, 40 % project development and presentation	
Student workload: 52 h (attendance at seminars 26 h, preparation for seminars 6 h, preparation of the final project for the exam 20 h)	
Teaching results: The main objective is to increase the practical understanding of key areas of talent management with a focus on trends and their application in practice by repeating and supplementing theoretical knowledge, solving practical examples and training acquired skills. Practical skills and competencies: - Understanding of trends in talent management, requirements in practice and approaches and methods used to address them, with the resulting ability to design solutions for 'peace'. - Development of communication skills with regard to the manager's role in the company in order to increase the effectiveness of talent management - Presentation skills Knowledge: - Understanding of the Business Chemistry method and its application in practice - Learning how to develop mindfulness in everyday life - Understanding of the candidate selection process, knowledge of conducting candidate interviews - Ability to prepare and execute the onboarding process - Learning the GROW coaching model - Gaining knowledge with regard to supporting the learning and development process of employees - Understanding of analytical methods in HR data analysis for making informed management decisions.	
Indicative content: 1. Introductions and expectations (bingo game) 2. Understanding yourself and others (business chemistry) 3. Global HR trends 4. Mindfulness 5. Talent selection	

6. Talent development and onboarding
7. Growth mindset approach in individual development
8. Performance management -
9. Coaching
10. Benefits
11. Combining csr and benefits
12. Analytics in HR
13. Final project presentations

Support literature:

1. 2021 Global Human Capital Trends – Deloitte Insights
2. Harvard Business Review – Reinventing Performance Management by Markus Buckingham and Ashley Goodall – April 2015
3. The essential guide to managing talent – Kaye Thorne and Andy Pellant

Syllabus:

Language whose command is required to complete the course:

slovak, english

Notes:

Assessment of courses

Total number of evaluated students: 20

A	B	C	D	E	FX
60.0	25.0	15.0	0.0	0.0	0.0

Lecturer:

Date of the latest change: 22.05.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21011/21	Title of course: Working Environment and Organisation of the Work
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: 2.	
Degree of study: II.	
Prerequisites: KM FPM/MMB21015/21-Personnel Management	
Requirements to complete the course: 20% continuous work, 20% continuous written work, 60% oral examination	
Student workload: 78 h (attendance at seminars 26 h, preparation for seminars 26 h, preparation for exam 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of the organisation of work in an enterprise, including a detailed description of the working conditions and working relationships that have a major impact on the organisation of work. Competence: <ul style="list-style-type: none"> • Know how work can be organised in a company in the context of workplace design. • Understand the working environment, ergonomic design of the workplace as important factors of work organisation, • Demonstrate the importance of health and safety at work. • Know how to organise working time in accordance with EU and Slovak legislative standards. • Understand working relationships as an important aspect of work organization. Skill: <ul style="list-style-type: none"> • Design models for efficient work performance, including the setting of work standards. • Design the optimal working environment in terms of ergonomic parameters. • Master the basic paradigms of occupational health and safety. • Design the optimal work organisation in terms of working time conditions. • Be able to navigate collective bargaining. 	
Indicative content: Thematic definition of exercises: 1. Introduction to Working Environment and Organisation of the Work. Work task, workflow and division of labour 2. Workplace design 3. Determination of labour consumption standards 4. Determination of labour consumption standards 5. Work in a classical group and in an autonomous working group (teamwork)	

6. Work environment and its importance in work organisation. Ergonomics
7. Basic physical factors of the working environment
8. Occupational health and safety
9. Organisation of working time
10. Time management
11. Individual and collective labour relations
12. International organisations and their impact on the organisation of work
13. Personnel activities of line managers in the system of work organization. The cultural and social context of the work organisation system.

Support literature:

Basic literature:

1. BEROUŠEK, Petr – HÚTTLOVÁ, Eva. Organizace práce v podniku. Praha : Oeconomica, 2004. 113 s. ISBN 80-245-0782-X.
2. ŠTŮSEK, JAROMÍR. Organizace práce a ergonomie. Praha : Credit, 2001. 199 s. ISBN 80-213-0759-5.
3. NACHTMANNOVÁ, Olga. – ZÚBRIKOVÁ, Darina. Organizácia práce. Praktikum. Bratislava : Vydavateľstvo EKONÓM, 2005. 95 s. ISBN 80-225-1960-X.
4. DVOŘÁKOVÁ, Zuzana a kol. Řízení lidských zdrojů. Praha : C. H. Beck, 2012. 592 s. ISBN 978-80-7400-347-9.
5. Labour Code - current version.
6. Collective Bargaining Act - current version.
7. Slovak Government Regulations and Decrees of the Slovak Ministry of Health and the Slovak Ministry of Health related to the issue of working environment and work organisation.

Supplementary literature:

1. GRUBER, David. Time management. Praha: Management Press, 2017. 264 s. ISBN 978-80-726-1480-6.
2. KRUSE, Kevin. Moderní time management. Praha : Grada Publishing. 2019. 176 s. ISBN 978-80-271-2452-7.
3. ZEIGLER, Kenneth. Getting Organised at Work: 24 Lessons to Set Goals, Establish Priorities, and Manage Your Time. London : McGraw-Hill, 2008. ISBN 9780077119119.
4. BOERI, Tito – BURDA, Michael – KRAMARZ, Francis. Working hours and Job Sharing in the EU and USA. Oxford : Oxford University Press, 2008. 288 s. ISBN 9780199231027.
5. CONVEY, Neil – BRINER, Rob. Understanding Psychological Contracts at Work. Oxford : Oxford University Press, 2005. 240 s. ISBN 978-0-19-928065-0.
6. PARKER, Sharon – WALL, Toby. Job and Work Design. London : SAGE Publications. 1998. 184 s. ISBN 0-7619-0420-4.
7. BARANCOVÁ, Helena a kol. Pracovné právo v európskej perspektíve. Plzeň : Vydavatelství a nakladatelství Aleš Čeněk, 2009. 384 s. ISBN 978-80-7380-241-7.
8. BLYTON, Paul et al. Industrial Relations. London : SAGE Publications. 2008. 688 s. ISBN 978-1-4129-1154-2.
9. STACHO, Zdenko - STACHOVÁ, Katarína. Organizácia manažérskej práce. Bratislava : Wolters Kluwer. 2017. 304 s. ISBN 978-80-8168-719-8.
10. RUBÍNOVÁ, Dana. Ergonomie. Brno : CERM, 2006. 62 s. ISBN 80-214-3313-2.
11. SHORROCK, Steven - WILLIAMS, Claire. Human Factors and Ergonomics in Practice. London : Taylor & Francis Ltd. 2016. 456 s. ISBN 9781472439253.

Syllabus:

Thematic definition of exercises:

1. Introduction to Working Environment and Organisation of the Work. Work task, workflow and division of labour

The introductory exercise will begin with a brief introduction to the organisation of work. They will receive introductory information on the characteristics and meaning of work organization, the content and functions of work organization, the tasks and objectives of work organization - in the economic, psychophysiological and social spheres. About the different inputs and outputs of the work system and the different forms of division of labour. Students will be introduced to the problems of work organisation so that they have a better idea of what they can expect from the subject. Also, the students are illustrated the sequence in the following exercises. The prerequisites for successful completion of the course will be identified and then sent to their email addresses. They will also be given a list of topics that they will then work on in pairs and the presentation will be in the last four weeks of the semester. At the end of the first meeting with the lecturer, the students will individually express why they have chosen the specialisation Personnel Management.

2. Workplace design

Students will individually solve a work system as a basic element of an organization according to a specific assignment. They will discuss in detail the inputs and outputs of the work system, which will then be presented by some of them in front of the other students. Finally, the teacher will evaluate the analysis of the working system. The students will individually and then in a team design a suitable model for a specific job. They will discuss its basic items and the possibilities of its construction.

3. Determination of labour consumption standards

Work shift, its structure. The different times within the shift time - normative time - working time, time of generally necessary breaks and conditionally necessary breaks; time losses - personal losses, technical-organisational losses and losses due to natural events. Snapshot of the working day and snapshot of the work operation, its different forms, preparation of the snapshot. Determination of daily standardised performance. New techniques for determining labour consumption norms. Students will use specific snapshots of the working day to learn to identify individual activities and inactivities during shift time. Proper understanding and then correct labeling is the basis for proper labor norming calculations. Once correctly labeled, they will calculate examples. They will also learn to calculate the worker's employment rate. Students will solve examples from a snapshot of a work operation. Then, the examples will combine the snapshot of a workday and the snapshot of a work operation and students will be able to calculate the daily normalized output for a specific job.

4. Determination of labour consumption standards

Written work - calculation of an example of daily standardized output for a specific job. Writing a written paper is a condition for taking the exam - it is worth 20 points. In case of failure, the student repeats the paper.

5. Work in a classical group and in an autonomous working group (teamwork)

Group and individual. Objective conditions of the work process essential and determining for the formation of a work group. Basic sociological phenomena in the group - social facilitation, social laziness, conformity, pluralistic ignorance, social obedience. Social processes in the group in which these phenomena are manifested - group polarization, group communication, groupthink. Basic dimensions of work groups - group size, homogeneity/diversity, autonomy with respect to work organization. The exercise will focus on the discussion of the model of individual behaviour in the work environment. Then, the basic dimensions in forming an effective classical work group and an autonomous work group will be individually addressed. At the end of the exercise, they will jointly compile the basic factors for the effective functioning of these groups.

6. Work environment and its importance in work organisation. Ergonomics

Factors influencing work performance. The essence of ergonomics, its importance for the employee, the enterprise and the whole society. Basic factors and criteria of a suitable working environment. Creating a working environment with the application of ergonomic knowledge.

Workplace layout, types of workplace. Impact of legislation on the working environment.

Different types of offices. Work chair, work table, work equipment from an ergonomic point of view. The exercise will focus on the link between ergonomics and physical factors of the working environment. The group will concretise selected physical factors of the working environment by using examples of basic types of work - manual work, administrative work, professional/specialist work and managerial work. In doing so, they will also give suggestions for ergonomic equipment and workplace layout. Students will work in four groups - the first group will make suggestions for manual work, the second for administrative work, the third for expert/specialist work and the fourth for managerial work. In the last part of the exercise, each group will present their conclusions.

7. Basic physical factors of the working environment

Noise in the workplace, negative effects of noise on the human body and consequently on its performance, permissible limits for different types of work. Possibilities of noise elimination.

Optimal lighting of the workplace, principles of proper lighting. Microclimatic conditions in the workplace - temperature, dustiness, humidity. Range of optimum and permissible temperatures for the seasons of the year (winter, summer) for each type of work. Workplace colour - colour in terms of international safety standards and colour as a psychophysiological stimulus.

8. Occupational health and safety

Factors of the working environment that affect the safety and health of employees. The meaning and importance of OSH and fire protection in the workplace. Occupational accidents, their definition. Safe work, principles of work accident prevention, prevention of work accidents.

State of technology and machinery. Legislation governing occupational safety and health. Bodies responsible for occupational safety and health. Obligations of the undertaking and employees.

9. Organisation of working time

Basic dimensions of working time conditions. Statutory provisions in the field of working time conditions - statutory, established and designated working time. Working arrangements, distribution of working time - equal, unequal and working time pool. Shift work and rest arrangements - protection of employees and observance of working time. Shift organisation, its forms - interleaved and rotating shifts. Problems of night work. Students will analyse the various options for the distribution of working time, accepting the legal necessity of observing the regime of work and rest within the working day, week, fortnight and reference time. The exercise will be collective. The tutor will be in the role of coach. Students will then individually solve a specific example of shift rotation, handing in their solutions to the tutor who will evaluate them for the next exercise. Non-standard work arrangements in a global, European and national context. The role and potential of non-standard work arrangements for increasing workforce flexibility. Advantages and disadvantages of the application of different non-standard working arrangements. Their different options for non-standard working arrangements - part-time, job sharing, home office (telework, telecommuting, teleworking), compressed working week, extended shifts, on call contract, flexible working time - day, week, fortnight, lifetime. The tutor will assign specific situations for individual teams of students who will choose appropriate non-standard working arrangements.

10. Time management

Time management as an important tool in the work organisation system. The main causes of lack of time from mismanagement and poor organization of work. Subjective causes of lack of time. Time management techniques. Pareto rule, necessity of prioritization. The helicopter view, deciding priorities from a perspective. The "Eisenhower principle", importance always takes precedence over urgency. ABC analysis. Students will use specific tasks to present different time management options according to personal preferences.

11. Individual and collective labour relations

Partnership and employee participation. Collective bargaining law. Impact of the Economic and Social Council (tripartite) on collective bargaining. Principles, objectives and implementation of collective bargaining. Collective bargaining procedure. Types of collective agreements - company collective agreement, higher-level collective agreement. Contents of the collective agreement. Compliance of legislation with international standards (ILO standards, regulations, EC directives). Collective bargaining in the context of the organisation of work. Students will play a role-play. A group of students will be selected for the employer's side (management representatives) and another for the employees' side (trade union representatives). They will present the process of collective bargaining in a specific company.

12. International organisations and their impact on the organisation of work

The International Labour Organisation, its history and the basic documents related to the organisation of work. Legal profile and institutions of the European Union: European Council, European Commission, European Parliament, Council of the European Union, its various formations. Supranationality of EU law. EU secondary law. Legally binding documents for individual Member States - regulations, decisions, directives. Non-binding documents - recommendations and opinions of EU bodies. Non-binding EU programme documents - EU Green Paper, EU White Paper. Discussion based exercise, exploring the level of knowledge of the essentials that concern every EU citizen.

13. Personnel activities of line managers in the system of work organization. The cultural and social context of the work organisation system.

Employee induction and onboarding, assignment of work tasks, transfer of information, work supervision, conflict resolution, ongoing employee evaluation. Data protection, implementation of GDPR. Equal opportunity. Managing Difference. Bullying and harassment. Sexual harassment. Smoking, alcoholism and drug use. Complaints handling. Disciplinary procedures - their different stages. Basic grounds for immediate termination of employment.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 91

A	B	C	D	E	FX
27.47	30.77	31.87	7.69	2.2	0.0

Lecturer: doc. Ing. Zuzana Skorková, PhD., Mgr. Oľga Nachtmannová, PhD.

Date of the latest change: 02.02.2022

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