

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15307/16	<b>Title of course:</b> AAB - Scientific monograph published in domestic publishing house
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 20	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 5	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15301/16	<b>Title of course:</b> ADC - Publication in a CCC scientific journal - domestic
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 20	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 0	
NZ	Z
0.0	0.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15303/16	<b>Title of course:</b> ADC - Publication in a CCC scientific journal - foreign
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 30	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 4	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15304/16	<b>Title of course:</b> ADM - Publication in a scientific journal indexed in Web of Knowledge (in foreign language)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 30	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 22	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15302/16	<b>Title of course:</b> ADN - Publication in a scientific journal indexed in Web of Knowledge
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 20	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 0	
NZ	Z
0.0	0.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15331/20	<b>Title of course:</b> AEC - Scientific papers in foreign peer-reviewed scientific journals, monographs
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 15	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 45	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15302/19	<b>Title of course:</b> AED - Scientific papers in domestic peer-reviewed scientific journals, monographs
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 123	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15312/16	<b>Title of course:</b> AFD - Presentation at the scientific event of MVP and doctoral students EDAMBA, or faculty pod. for doctoral students publ. in proceedings (review.)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 137	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15332/20	<b>Title of course:</b> AFD - Published papers at domestic scientific conferences
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 46	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC21043/21	<b>Title of course:</b> Advanced methods in Sales Strategy (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> 16s <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % continuous performance of assigned tasks, 30 % continuous written work (scientific essay), 60 % oral examination	
<b>Student workload:</b> 260 h - participation in consultations 16 h, preparation for consultations 32 h, processing of continuous assignments 16 h, processing of scientific state 90 h, preparation for the exam 106 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• Gaining knowledge of current / modern dimensions of the sales strategy, its variants and the process of its creation.</li> <li>• Gaining knowledge of complex analytical and specific methods of sales engineering, applied in preparing and choosing the proper sales strategy .</li> <li>• Gaining knowledge about the possibilities of evaluating already implemented sales strategies and measuring its performance.</li> </ul> <b>Skills:</b> <ul style="list-style-type: none"> <li>• Managing the preparation and implementation of selected types of sales strategies (from the initial analysis to the formulation of tasks and application of marketing programmes and activities).</li> <li>• Applying complex analytical tools and specific methods of sales engineering.</li> <li>• Evaluating the effectiveness of implemented sales strategies.</li> </ul> <b>Competencies:</b> <ul style="list-style-type: none"> <li>• Ability to synthesize knowledge from defined areas and then apply them in solving a specific selected problem in the field of sales strategies.</li> <li>• Ability to identify, analyze and critically assess sales issues and sales strategies in accordance with the assigned task.</li> <li>• Ability to set goals, systematize the necessary data and information, use appropriate methods, formulate proposals and conclusions.</li> <li>• Preparing a presentation of solving the assigned task in the field of sales strategies using ICT and the ability to answer questions in a qualified and independent manner.</li> </ul>	
<b>Indicative content:</b> 1. Introduction to quantitative methods in sales strategies.	

2. Advanced market segmentation methods.
3. Integrated methodological approach to targeting and market positioning.
4. Predictive and optimization methods for new product design and forecasting of future sales. Conjoint analysis as a method for optimizing product design to maximize future market share. The classification of predictive models. Bass model and ASSESSOR model as forecasting models, predicting future sales of product innovation. Panel regression.
5. Resource allocation.
6. Dimensions of modern sales approaches and strategies.

**Support literature:**

- Lilien, G.L., Rangaswamy, A., De Bruyn, A. (2018) Principles of Marketing Engineering and Analytics, 3rd Edition. DecisionPro, Inc.; 328 p. ISBN 978-0985764821.
2. Lilien, G.L., Kotler, Ph., Moorthy, K. S. (1991). Marketing Models. Prentice Hall, 803 p. ISBN 978-0135446447.
  3. Jean-Claude Usunier, Julie Anne Lee. (2012). Marketing Across Cultures, 6th Edition. Pearson, 478 p. ISBN 978-0273757733.
  4. Everett M. Rogers (2003). Diffusion of Innovations, 5th Edition. Free Press, 518 p. ISBN 978-0743222099
  5. Bass, Frank M. (1969). A new product growth for model consumer durables. Management Science, 15 215-227
  6. Mahajan, Vijay, Charlotte H. Mason, V. Seenu Srinivasan. (1986). An evaluation of estimation procedures for new product diffusion models. In Innovation Diffusion Models of New Product Acceptance, Vijay Mahajan and Yoram Wind, eds. Cambridge, MA: Ballinger Publishing Company.
  7. Schmittlein, David C., Vijay Mahajan. (1982). Maximum likelihood estimation for an innovation diffusion model of new product acceptance. Marketing Science 1 (1) 57-78.
  8. Srinivasan, V. Seenu and Charlotte Mason. (1986). Nonlinear least squares estimation of new product diffusion models. Marketing Science, 5 (2), 169-178.
  9. Cooper, Robert G. (2017). Winning at New Products: Creating Value Through Innovation. Basic Books; 5th edition (September 19, 2017). 448 pages, ISBN-13: †978-0465093328
  10. Greene, William H. (2017). Econometric Analysis (Eighth edition), New York, Pearson. ISBN-13: †978-9353061074
  11. Pesaran, M. Hashem. (2015). Time series and panel data econometrics, Oxford, Oxford University Press. 1062 pages, ISBN-13: 978-0198759980
  12. Thomas W. Valente. (1995). Network Models of the Diffusion of Innovations (Quantitative Methods in Communication Subseries). 2nd ed. Hampton Press (NJ); Second Printing edition (January 10, 1995). 171 pages, ISBN-13: †978-1881303220
  13. Vithala R. Rao. (2014). Applied Conjoint Analysis. Springer; 2014th edition (February 20, 2014). 587 pages, ISBN-13: 978-3540877523
  14. Thomas Zoëga Ramsøy. (2015). Introduction to Neuromarketing & Consumer Neuroscience. Neurons Inc; 1st edition (May 13, 2015). 204 pages, ISBN-13: †978-8799760206
  15. Simon Kingsnorth. (2019). Digital Marketing Strategy: An Integrated Approach to Online Marketing. 2nd ed. Kogan Page; 2nd edition (April 28, 2019). 384 pages, ISBN-13: †978-0749484224.

**Syllabus:**

1. Introduction to quantitative methods in sales strategies. Classification of analytical tools and their sales-strategic implications. Interconnected analytical process, building analytical skills and implementation of tools supporting qualified decision-making on sales strategies. Basic definition and types of models. Small models and their benefits (Trial / Repeat model). Model diagnostics. Basic concept of response models. Response functions and dynamic effects.

2. Advanced market segmentation methods. Need-based market segmentation (hierarchical clustering) and choice-based market segmentation, using the MNL model (logistic regression), linear regression, RFM model (Recency, Frequency and Monetary value) and CART (Classification and Regression Tree). Extension of latent class methods (latent clustering and latent regression) and Bayesian classification.

3. Integrated methodological approach to targeting and market positioning. The use of segmentation results to target specific consumers and classify existing customers. Customer profitability analysis, scoring models and score classes. The use of GE / McKinsey matrix in measuring the segment appeal. Perceptual mapping, preference mapping and JointSpace maps. Analysis of preference elasticity.

4. Predictive and optimization methods for new product design and forecasting of future sales. Conjoint analysis as a method for optimizing product design to maximize future market share. The classification of predictive models. Bass model and ASSESSOR model as forecasting models, predicting future sales of product innovation. Panel regression.

5. Resource allocation. ADBUG model for preparing the optimized budget for marketing communications, CALLPLAN for optimizing the sales resources. Current approaches and developments in the field of sales performance measurement and additional assessment (key performance indicators, sentiment analysis, panel data analysis).

6. Dimensions of modern sales approaches and strategies. Current knowledge in the field of neuromarketing (eyetracking, EEG), online marketing, global and intercultural marketing and their implications in relation to sales strategies.

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** doc. Ing. Nora Grisáková, PhD., Ing. Bc. Peter Štetka, PhD., doc. PhDr. Peter Dorčák, PhD., doc. PhDr. František Pollák, 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15305/16	<b>Title of course:</b> Article in a scientific journal - no CCC, domestic
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 15	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 98	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15314/16	<b>Title of course:</b> BCI - Authorship/co-authorship of teaching texts - less than 1 AH
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 7	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15315/16	<b>Title of course:</b> BCI - Authorship/co-authorship of teaching texts - more than 1 AH
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 7	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC21041/21	<b>Title of course:</b> Business Economics (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> 16s <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % continuous performance of assigned tasks, 30 % continuous written work (scientific essay), 60 % oral examination	
<b>Student workload:</b> 260 h - participation in consultations 16 h, preparation for consultations 32 h, processing of continuous assignments 16 h, processing of scientific state 90 h, preparation for the exam 106 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• Professional and methodological knowledge in crucial areas of business economics enabling critical evaluation of economic phenomena and the search for original and creative solutions.</li> <li>• Acquire an expanding understanding of critical areas of business economics in a global economic environment.</li> <li>• Gain knowledge of complex analytical and specific methods of working capital management, value creation processes.</li> <li>• Expert knowledge in the concepts, methods, practices and standards of business economics.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• Develop and articulate own opinion and process in seeking to identify and locate business problems that require the implementation of fundamental measures to improve business performance</li> <li>• Propose, validate, evaluate, implement new research and work practices to solve actual and potential problems related to its life cycle phases</li> <li>• To apply own findings resulting from theoretical analysis and own scientific research in the creation of a corporate concept of increasing value.</li> </ul> <b>Competencies:</b> <ul style="list-style-type: none"> <li>• Critically evaluate corporate economic phenomena in a changing business environment.</li> <li>• Present the results of your research and solutions to the professional community.</li> </ul>	
<b>Indicative content:</b> <ol style="list-style-type: none"> <li>1. The position of the enterprise in the market economy.</li> <li>2. Development trends in the theory and practice of relationships between interest groups - shareholders and their impact on the formation of corporate objectives.</li> </ol>	



3. Business life cycle diagnostics.
4. Development trends in business association.
5. Production enterprise factors.
6. Business process.

**Support literature:**

1. ANDERSEN, T.J. – SCHRODER, P.W.: Strategic Risk Management. UK: Cambridge, 2010.
2. BREALEY, R.A. – MYERS, S.C.: Principles of Corporate Finance, fifth edition. Computer Press, 2000
3. DERMONT McAleese: Economics for Business. Pearson Education Limited, 2004
4. DIEDERICH, H.: Allgemeine Betriebswirtschaftslehre. Kohlhammer,
5. DUBCOVÁ, Gabriela - MAJDÚCHOVÁ, Helena - ZAJACOVÁ, Andrea. Is it profitable to make business responsible? : scientific monograph. Editor: Monika Šťastniaková. 1st ed. Ljubljana : Verlag Dashöfer, 2016. 242 s. CD-ROM. ISBN 978-961-6869-37-9.
6. MAJDÚCHOVÁ, Helena - RYBÁROVÁ, Daniela - BRAUNOVÁ, Mária. The identification and evaluation of measures for dealing with a business crisis : scientific monograph [elektronický zdroj]. 1st ed. Praha : Wolters Kluwer, 2016. CD-ROM
7. CHRYSTAL & K. ALEC: Economics for Business and Management. OUP Oxford
8. GATES, S.: Incorporating Strategic Risk into Enterprise Risk Management. A Survey of Current Corporate Practice. Journal of Applied Corporate Finance, 2006, vol-4, p.81-90
9. GILLESPIE, A.: Economics for Business. Oxford University Press, 2019.
10. GREENSPAN, A.: Structural change in the new economy. Before the National Governors' Association, 92nd Annual Meeting, State College, Pennsylvania, 2000 dostupné on line: <https://www.federalreserve.gov/boarddocs/speeches/2000/20000711.htm>
11. GÜLER, A.-CROWTHER, D.: Global Perspectives on Corporate Governance and CSR. Gower Publishing Limited, 2009. ISBN 978-0-566-09185-8.
12. ITTNER, CH.D.- LARCKER, D.F.: Short Coming up on NonFinancial Performance Measurement. Harvard Business Review, November 2003.
13. KAPLAN, R.S. – NORTON, D.P. Balance Scorecard. Praha : Management Press, 2000.
14. MILLER, L. – PARK, C.S.A. Learning Options Framework with Application to Process Design and Capacity Planning. Production and Operations Management, 2005, vol.14, no.1. p 5-20.
15. REMEŇOVÁ, K. – MAJDUCHOVÁ, H. – KINTLER, J.: Pricing in Creative Industry. Kovac, Dr. Verlag, 2021, ISBN 9783339123466
16. SANKARAN, S. Business Economics. Margham Publications.
17. SHAW, A.: Guide to Performance Measurement and NonFinancial Indicator. The Foundation for Performance Measurement, 1999.
18. WERTHER, W.B. - CHANDLER, D. Strategic Corporate Social Responsibility Stakeholders on a Global Environment. SAGE Publications, 2011. ISBN 978-1-42-4129-7453-0.

**Syllabus:**

1. The position of the enterprise in the market economy. New trends in the understanding of the roles and functions of the enterprise, the adaptation of enterprises to the environment of the EU and the global economy, the implications of globalisation for intra- and inter-enterprise relations, the enterprise and the knowledge economy. Prospects for the development of so-called hybrid, mixed organisations as a result of the flexibility of boundaries between different sectors of the national economy.
2. Development trends in the theory and practice of relationships between interest groups - shareholders and their impact on the formation of corporate objectives. Management involvement, development of corporate governance, corporate social responsibility, standardisation of codes of ethics of business entities and their harmonisation with the EU.

3. Business life cycle diagnostics. The essence of enterprise diagnostics and life cycle diagnostics and its components, methods of multicriteria analysis as a possibility of evaluation of individual life cycle phases. Enterprise dissolution. Law on bankruptcy and restructuring.

4. Development trends in business association. New approaches to joint ventures with foreign countries, mergers and alliances in Central and Eastern Europe, strengthening the competitiveness of Slovak companies. Protection of competition in Slovakia and its comparison with EU countries. European company and its types, application in the conditions of the Slovak Republic.

5. Production enterprise factors. Asset and capital structure of the enterprise, its use and management in increasing the competitiveness of the enterprise. Human capital of the enterprise, methods and indicators of measuring the efficiency of production enterprise factors.

6. Business process. New trends in business supply. Methods and indicators for measuring the performance of production capacities in the conditions of the European market environment. The use of sales policy tools in increasing the competitiveness of the enterprise. The value side of the enterprise process (management and use of enterprise costs). Financial management of the enterprise, the relationship between the property and capital structure of the enterprise.

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** prof. Ing. Helena Majdúchová, CSc., doc. Ing. Daniela Rybárová, PhD., Ing. Jakub Kintler, 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15321/16	<b>Title of course:</b> Co-ordinator of a research project within Slovak research grant agencies
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 15	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 1	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15322/16	<b>Title of course:</b> Co-ordinator of a research project within foreign research grant agencies
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 20	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 0	
NZ	Z
0.0	0.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC21045/21	<b>Title of course:</b> Corporate value creation process management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> 16s <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % continuous performance of assigned tasks, 30 % continuous written work (scientific essay), 60 % oral examination	
<b>Student workload:</b> 260 h - participation in consultations 16 h, preparation for consultations 32 h, processing of continuous assignments 16 h, processing of scientific state 90 h, preparation for the exam 106 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• Research on changes in the fundamental parameters of managerial governance and assess their impact through complex linkages on innovation and future company value creation.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• identify value-creating business processes using analytical techniques,</li> <li>• the ability to identify, quantify and present research results, on about the impact and influence of changes in value-creating processes on the current and future value of the company, individually and comprehensively,</li> <li>• the ability to predict and create scenarios for the future duration of the business based on historically achieved economic results, changes in value-creating parameters, taking into account anticipated changes in the macro and industry environment,</li> <li>• actively contribute to the expansion of the knowledge base on value-creating business processes in the context of scientific and technological progress and innovation.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• formulate new strategies and critically assess the achievability of individual scenarios in the business value creation based on changes in fundamental value-creating parameters,</li> <li>• critically analyse current concepts, theories and trends of development in the quantification of value-creating parameters of business,</li> <li>• identify points of failure in the creation of the current and future business value,</li> <li>• apply the results of own scientific activity in quantification of value-creating processes of the company by using different methods and approaches,</li> </ul>	

- the ability to design and implement new research and work procedures for identifying and quantifying the importance and impact of human capital on the current and future business value creation,
- ability to quantify the economic impact and influence of company synergies to the value creation.

**Indicative content:**

1. Identification of value-creating business processes.
2. Key parameters analysis of corporate value creation.
3. Quantification of business value creation by selected valuation methods.
4. Assessment of the possibility of corporate synergies and their impact on the future growth of enterprise value.
5. Identification and quantification of intangible drivers of enterprise value growth.

**Support literature:**

1. ADSERA, Xavier – VIÑOLAS, Pere. FEVA: A Financial and Economic Approach to Valuation, In: Financial Analysts Journal, 2003, vol. 59, no. 2, pp. 80-87. ISSN 0015198X
2. AMIN, Keval – KRISHNAN, Jagan – YANG, Joon Sun. Going Concern Opinion and Cost of Equity. In: AUDITING-A JOURNAL OF PRACTICE & THEORY, 2014, vol. 33, no. 4, pp. 1-39. ISSN 0278-0380
3. ALEXANDER, Jack. Financial planning & analysis and performance management. 1st Edition. New York City : Wiley & Sons, 2018. 640 s. ISBN 978-1119-49-148-4.
4. ALTUVE GODOY, Jose German. Cost of capital of the long term. Entailment with the structure of capital, individual and weighed cost. In: ACTUALIDAD CONTABLE FACES, 2007, vol. 10, no. 14, pp. 5-12. ISSN 1316-8533
5. BALLWIESER, Wolfgang – Hachmeister, Dirk. Unternehmensbewertung – Prozess, Methoden und Probleme. 5. Auflage. Stuttgart : Schäffer Poeschel, 2016. 254 s. ISBN 978-3-7910-3554-3.
6. BARTH, Mary E. – KONCHITCHKI, Yaniv – LANDSMAN, Wayne R. Cost of capital and earnings transparency. In: JOURNAL OF ACCOUNTING & ECONOMICS, 2013, vol. 55, no. 2-3, pp. 206-224. ISSN 0165-4101
7. BERTOMEU, Jeremy – BEYER, Anne – DYE, Ronald A. Capital Structure, Cost of Capital, and Voluntary Disclosures. In: ACCOUNTING REVIEW 2011, vol. 86, no. 3, pp. 857-886. ISSN 0001-4826
8. BLANCO, Belen – GARCIA LARA, Juan M. – TRIBO , Josep A. Segment Disclosure and Cost of Capital. In: JOURNAL OF BUSINESS FINANCE & ACCOUNTING, vol. 42, no. 3-4, pp. 367-411. ISSN 0306-686X
9. BODIE, Zvi - KANE, Alex - MARCUS, Alan. Essentials of Investments. 10th Edition. New York City: McGraw-Hill Education, 2018. 784 s. ISBN 978-00-778-3542-2.
10. BRYL, Lukasz – FIJALKOWSKA, Justyna – PRYSINSKI, Lukasz. Intellectual Capital Disclosure and Cost of Capital: A Systematic Literature Review. In: 10th European Conference on Intangibles and Intellectual Capital (ECIIC), Univ Chieti Pescara, Chieti, ITALY, MAY 23-24, 2019, pp. 32-41. ISBN 978-1-912764-19-8
11. FRANK, Murray Z. – SHEN, Tao. Investment and the weighted average cost of capital. In: JOURNAL OF FINANCIAL ECONOMICS, 2016, vol. 119, no. 2, pp. 300-315. ISSN 0304-405X
12. GAVLAKOVA, Petra. Main Aspects of the Cost of Capital. In: AD ALTA-JOURNAL OF INTERDISCIPLINARY RESEARCH, 2013, vol. 3, no. 2, pp. 20-22. ISSN 1804-7890
13. IVSC. International Valuation Standards. London : International Valuation Standards Council, 2019. ISBN 978-0-9931513-3-3-0.3
14. JAGANNATHAN, Ravi – LIBERTI , Jose – LIU, Binying – MEIER, Iwan. A Firm's Cost of Capital. In: Annual Review of Financial Economics 2017, vol. 9, pp. 259-282. ISSN 1941-1367

15. KANG, Yongbo – WANG, Susheng – PENG, Ke – YU, Yongrui – WANG, Junbo. The Impact of Corporate Venture Capital (CVC) Information Disclosure on Corporate Value. In: Proceedings of the 2016 2nd International Conference on Economics, Management Engineering and Education Technology (ICEMEET 2016). 2nd International Conference on Economics, Management Engineering and Education Technology (ICEMEET), Sanya, PEOPLES R CHINA, NOV 12-13, 2016, vol. 87, pp. 818-822. ISBN 978-94-6252-288-6
16. LAROCQUE, Stephannie – LAWRENCE, Alastair – VEENSTRA, Kevin. Managers' Cost of Equity Capital Estimates: Empirical Evidence. In: JOURNAL OF ACCOUNTING AUDITING AND FINANCE, 2018, vol. 33, no.3, pp. 382-401. ISSN 0148-558X
17. LAWRENCE C., Karlson. Corporate Value Creation: An Operations Framework for Nonfinancial Managers. New York City : Wiley & Sons, 2015. 656 s. ISBN 978-11-1899-752-9.
18. MCKINSEY & COMPANY - KOLLER, Tim - GOEDHART, Marc - WESSELS, David. Valuation: Measuring and Managing the Value of Companies. 7th edition. New York City : Wiley & Sons, 2020. 896 s. ISBN 978-11-1961-088-5.
19. MCKINSEY & COMPANY - KOLLER, Tim - GOEDHART, Marc - WESSELS, David - CICHELO, Michael. Valuation: workbook step – by-step excercises and tests to help you master valuation. 6th edition. New York City : Wiley & Sons, 2015. 256 s. ISBN 978-11-1887-387-8.
20. MCKINSEY & COMPANY - KOLLER, Tim - DOBBS, Richards - HUYETT, Bill. Value: The four cornerstones of corporate finance. 1th edition. New York City : Wiley & Sons, 2010. 272 s. ISBN 978-04-7042-460-5.
21. MICIULA, Ireneusz – KADŁUBEK Marta – STEPIEN Paweł. Modern Methods of Business Valuation—Case Study and New Concepts. In: Sustainability 2020, vol. 12, no. 2699, pp. 1-22, doi:10.3390/su12072699
22. MOHAMMADI, Ali and TAHERKHANI, Parastoo. Organizational capital, intellectual capital and cost stickiness evidence from Iran. In: JOURNAL OF INTELLECTUAL CAPITAL, 2017, vol. 18, no. 3. ISSN 1469-1930
23. MONKS A.G., Robert – LAJOUX R., Alexandra. Corporate Valuation for Portfolio Investment. New York City: Wiley & Sons, 2015. 556 s. ISBN 978-0-470-88074-6.
24. ROSS, Stephen - WESTERFIELD, Randolph - JAFFE, Jeffrey - JORDAN, Bradford. Corporate Finance. 12th edition. New York City : McGraw-Hill Education, 2018. 1040 s. ISBN 978-125-991-894-0.
25. SALVI, Antonio – VITOLLA, Filippo – RAIMO, Nicola – RUBINO , Michele – PETRUZZELLA, Felice. Does intellectual capital disclosure affect the cost of equity capital? An empirical analysis in the integrated reporting context. In: JOURNAL OF INTELLECTUAL CAPITAL, 2020, vol. 21, no.6, pp. 985-1007. ISSN 1469-1930
26. SWANSON, Zane – THEIS, John. Study of Going-Concern Opinions. In: JOURNAL OF ACCOUNTING AUDITING AND FINANCE, 2019, vol. 34, no. 3, pp. 347-360. ISSN 0148-558X
27. TORREZ, Jimmy – AL-JAFARI, Mohammad – JUMA`H H., Ahmad. Corporate valuation: a literature review. In: Inter Metro Business Journal 2006, vol. 2, no.2, pp. 39-58,
28. ULLAS, Rao. Corporate valuation: theoretical postulates and empirical evidence from SENSEX firms in India. In: Investment Management and Financial Innovations, 2016, vol. 13, no. 3, pp. 47-61, doi: 10.21511/imfi.13(3).2016.04
29. VO, Minh T. Capital structure and cost of capital when prices affect real investments. In: JOURNAL OF ECONOMICS AND BUSINESS, 2021, vol. 113. ISSN 0148-6195
30. YEH, Ching-Chiang – CHI , Der-Jang – LIN, Yi-Rong. Going-concern prediction using hybrid random forests and rough set approach. In: INFORMATION SCIENCES, 2014, vol. 254, pp. 98-110. ISSN 0020-0255
31. <http://pages.stern.nyu.edu/>
32. <http://nbs.en/>

33. <http://statistics.en/>  
 34. <http://oecd.org/>  
 35. <http://ec.europa.eu/>

**Syllabus:**

1. Identification of value-creating business processes and their impact on the company's financial statements, in relation to the value creation of the company.
2. Key parameters analysis of corporate value creation, quantification of their individual and complex impact on value. Creation of scenarios for the development of business value when one or more parameters change. Assessment of the significance of changes, risk and mutual synergy effect.
3. Quantification of business value creation by selected valuation methods depending on the identified phase of the life cycle, business sector and legislative specifics related to the enterprise activity (e.g. transformation law)
4. Assessment of the possibility of corporate synergies and their impact on the future growth of enterprise value, including its quantification, under differentiated assumptions of their duration.
5. Identification and quantification of intangible drivers of enterprise value growth, intangible assets reported in the financial statements and other sources of growth not yet captured in the financial statements (human capital). Valuation methods, techniques, strategies, including real options.

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** prof. Ing. Helena Majdúchová, CSc., Ing. Jakub Kintler, 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21061/21	<b>Title of course:</b> Current topics in management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> 16s <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % continuous performance of assigned tasks, 30 % continuous written work (scientific essay), 60 % oral examination	
<b>Student workload:</b> student workload: participation in consultations 16 h, preparation for consultations 32 h, processing of continuous assignments 16 h, processing of scientific state 90 h, preparation for the exam 106 h)	
<b>Teaching results:</b> <b>Knowledge:</b> A doctoral student has: <ul style="list-style-type: none"> <li>• a deep knowledge of contemporary management topics, on the basis of which he/she can clearly identify, analyse, find connections and compress approaches to management in the context of ensuring sustainable development of enterprises and society, technological change and the resulting expected trends in management in the future,</li> <li>• knowledge of the priorities needed for the development of society in the context of a clear and coherent understanding of management at the individual, enterprise and societal level,</li> <li>• professional and methodological knowledge of research on management problems, serving as a basis for innovation and originality in research and practice necessary for designing research and development or the development of the field of management practice.</li> </ul> <b>Competence:</b> A doctoral student is characterised by <ul style="list-style-type: none"> <li>• Critical, independent and analytical thinking in the unpredictable, changing conditions of the development of management as a science, with emphasis on the ability to set directions, strategies and tools in the context of future trends,</li> <li>• taking into account the social and ethical implications of research and scientific considerations in guiding the further development of research in the field and society,</li> <li>• the ability to work with interdisciplinary knowledge of the social sciences in accordance with the academic culture and ethics of scientific research and publishing,</li> <li>• the ability to present research results in scientific debate to the professional and scientific community,</li> <li>• responsibility for the advancement of the discipline,</li> </ul>	

- planning their own development, the development of the field of management as a science and society in the context of scientific progress.

**Skills:**

In the area of cognitive skills, the doctoral student can:

- recognize the scope for scientific research in management, identify and define a relevant research gap in the topic under study,
- identify connections with related research areas and define the research subject in relation to these areas,
- generate and formulate new hypotheses, judgements and strategies for the further development of management science,
- evaluate theories, concepts and innovations in this field of science,

In the area of practical skills, the doctoral student can:

- apply his/her own findings resulting from theoretical analysis and his/her own scientific research of a complex and/or interdisciplinary nature in management practice,
- design, validate and implement new research procedures in the field of management research,
- reflect on research conditions, barriers and limits to research and its implications for management practice
- interpret the knowledge gained and translate it into the application of specific company practice.

**Indicative content:**

- I. Sustainability Management
- II. Agility in business management
- III. The enterprise as a virtual organisation
- IV. The impact of technological change on business management

**Support literature:**

1. ABARCA, M. G. Victor – PALOS-SANCHEZ, R. Pedro – RUS-ARIAS, Enrique. Working in Virtual Teams: A Systematic Literature Review and a Bibliometric Analysis. In IEEE Access, vol. 8, pp. 168923-168940, 2020, doi: 10.1109/ACCESS.2020.3023546.
2. BEUSCH, Peter et al. Management control for sustainability: Towards integrated systems. Management Accounting Research, november 2021 (in Press).  
<https://doi.org/10.1016/j.mar.2021.100777>.
3. JUNITA, Imelda. Transformational Leadership in Digital Era: Analysis of Nadiem Makarim (Founder of GOJEK Indonesia) Leadership Figure. In IJBE (Integrated Journal of Business and Economics) [online]. 2019, roč. 3, č. 1, s. 80.  
[https://www.researchgate.net/publication/330907270\\_Transformational\\_Leadership\\_in\\_Digital\\_Era\\_Analysis\\_of\\_Nadiem\\_Makarim\\_Founder\\_of\\_GOJEK\\_Indonesia\\_Leadership\\_Figure](https://www.researchgate.net/publication/330907270_Transformational_Leadership_in_Digital_Era_Analysis_of_Nadiem_Makarim_Founder_of_GOJEK_Indonesia_Leadership_Figure)
4. KLOTINS, Eriks - UNTERKALMSTEINER, Michael - CHATZIPETROU, Panagiota - GORSCHKEK, Tony - PRIKLADNICKI, Rafael – TRIPATHI, Nirnaya and POMPERMAIER, B. Leandro. Use of Agile Practices in Start-up Companies. In e-Informatica Software Engineering Journal, vol. 15, no. 1, pp. 47–64, 2021. DOI: 10.37190/e-Inf210103.
5. LUKIĆ, M. Jelena – VRAČAR, M. Milan. Building and nurturing trust among members in virtual project teams. In Strategic Management, vol. 23, no. 3, 2018, pp. 10-16. DOI.org <https://doi.org/10.5937/StraMan1803010L>.
6. RAHIM, M. Afzalur. Current Topics in Management – Intelligence, Sustainability and Strategic Issues in Management. Taylor&Francis. Routledge. 2016. 234 s. ISBN 9781412864138.
7. REVUTSKA, Olga - MARŠIKOVÁ, Kateřina. Agile Approach in Human Resource Management: Focus on Generation Y. E&M Economics and Management, 2021. 24(2), 65–83.  
<https://doi.org/10.15240/tul/001/2021-2-005>

8. SHAMIM, Saqib, et al. Management approaches for Industry 4.0: A human resource management perspective. In: 2016 IEEE Congress on Evolutionary Computation (CEC). IEEE, 2016. p. 5309-5316.

<https://ieeexplore.ieee.org/stamp/stamp.jsp?tp=&arnumber=7748365>

9. TALBOT, David, RAINERI, Nicolas, DAOU, Alain. Implementation of sustainability management tools: The contribution of awareness, external pressures, and stakeholder consultation. *Corporate Social Responsibility and Environmental Management*, John Wiley & Sons, 2021; 28: 71–81

<https://onlinelibrary.wiley.com/doi/epdf/10.1002/csr.2033>

Doplňková literatúra:

1. BACON, Brian, MOLLER, Kim. *Redefining Leadership for the fourth Industrial Revolution*. Oxford Leadership Oxford Centre for Innovation, 2016. Dostupné na: <file:///C:/Users/EU/Downloads/3living-research-fourth-industrial-revolution.pdf>

2. BLŠTÁKOVÁ, Jana - JONIAKOVÁ, Zuzana - JANKELOVÁ, Nadežda - STACHOVÁ, Katarína - STACHO, Zdenko. Reflection of Digitalization on Business Values: The Results of Examining Values of People Management in a Digital Age. In *Sustainability : [International Journal of Environmental, Cultural, Economic and Social Sustainability]*. - Basel : MDPI. ISSN 2071-1050, 2020, vol. 12, no. 12, pp. [1-17] online. (2020 - Current Contents).

3. CANTELE, Silvia, ZARDINI, Alessandro. What drives small and medium enterprises towards sustainability? Role of interactions between pressures, barriers, and benefits. *Corporate Social Responsibility and Environmental Management*, John Wiley & Sons, 2020, vol. 27(1), pages 126-136, January.

4. EIKELENBOOM, Manon, DE JONG, Gjalte. The impact of dynamic capabilities on the sustainability performance of SMEs. *Journal of Cleaner Production*, 2019, 235, 1360–1370

5. JANKELOVÁ, Nadežda et al. Innovative approaches to Management With Emphasis on Soft Factors and Their Impact on the Efficiency of Agribusiness Companies. - Registrovaný: Web of Science, Registrovaný: Scopus. In *Agricultural economics*. - Prague : Czech academy of agricultural sciences, 2019. ISSN 0139-570X, 2019, vol. 65, no. 5, pp. 203-211 online.

6. JANKELOVÁ, Nadežda et al. How to Support the Effect of Transformational Leadership on Performance in Agricultural Enterprises. In *Sustainability : [International Journal of Environmental, Cultural, Economic and Social Sustainability]*. - Basel : MDPI. ISSN 2071-1050, 2020, vol. 12, no. 18, pp. [1-18] online. (2020 - Current Contents).

7. JANKELOVÁ, Nadežda et al. How Companies Overcome Crisis through the Sharing of Information and Teamwork Performance during the COVID-19 Pandemic. - Registrovaný: Web of Science. In *Entrepreneurship and Sustainability Issues : Peer-reviewed Scientific Journal*. - Vilnius : The General Jonas Žemaitis Military Academy of Lithuania. ISSN 2345-0282, 2021, vol. 8, no. 4, pp. 757-772 online.

8. JOINER, Bill – JOSEPHS, Stephen. *Leadership Agility – Five levels of Mastery for Anticipating and Initiating Change*. Wiley Imprint, San Francisco. 321 s. ISBN 978-0-7879-7913-3.

9. KELLY, Richard. *Constructing Leadership 4.0. Swarm Leadership and the Fourth Industrial Revolution*. [elektronický zdroj]. 2019. [cit. 2021-10-7]. Dostupné na: <https://link.springer.com/content/pdf/10.1007%2F978-3-319-98062-1.pdf>

10. KLEIN, Muge. Leadership Characteristics In The Era Of Digital Transformation, In *BMIJ* [online]. 25.3.2020, roč. 8, č. 1, s.883-902. Dostupné na: [https://scholar.google.com/scholar?as\\_ylo=2020&q=digital+leader+&hl=sk&as\\_sdt=0,5](https://scholar.google.com/scholar?as_ylo=2020&q=digital+leader+&hl=sk&as_sdt=0,5)

11. LALOUX, Frederic. *Reinventing organizations : a guide to creating organizations inspired by the next stage of human consciousness*. Brussels : Nelson Parker, 2014. xviii, 360 s. ISBN 978-2-960133-50-9.

12. MEDINILLA, Angel. Agile Management – Leadership in and Agile Environment. Springer-Verlag Berlin. 183 s. ISBN 978-3-642-28908-8.
13. MUISYO, Kivinda Paul, QUIN, Su. Enhancing the FIRM'S green performance through green HRM: The moderating role of green innovation culture, Journal of Cleaner Production, Volume 289, 2021, 125720. <https://doi.org/10.1016/j.jclepro.2020.125720>.
14. OBERER, Birgit - ERKOLLAR, Alptekin. Leadership 4.0: Digital Leaders in the Age of Industry 4.0. In International Journal of Organizational Leadership [online]. 2018, roč. 7, s. 404-412. Dostupné na: [https://www.researchgate.net/publication/331515074\\_Leadership\\_40\\_Digital\\_Leaders\\_in\\_the\\_Age\\_of\\_Industry\\_40](https://www.researchgate.net/publication/331515074_Leadership_40_Digital_Leaders_in_the_Age_of_Industry_40)
15. REMEŇOVÁ, Katarína - SKORKOVÁ, Zuzana - JANKELOVÁ, Nadežda. Span of Control in Teamwork and Organization Structure. - Registrovaný: Scopus, Registrovaný: Web of Science. In Montenegrin Journal of Economics. - Podgorica : Economic Laboratory for Transition Research. ISSN 1800-6698, 2018, vol. 14, no. 2, pp. 145-155.
16. SKORKOVÁ, Zuzana - JANKELOVÁ, Nadežda - JONIAKOVÁ, Zuzana - BLŠTÁKOVÁ, Jana - PROCHÁZKOVÁ, Katarína. How to Lead Self-Government Employees through the Crisis. - Registrovaný: Scopus. In Scientific papers of the University of Pardubice. - Pardubice : Fakulta ekonomicko-správní Univerzity Pardubice, 2021. ISSN 1804-8048, Special Issue, vol. 29, no. 1
17. TRIPATHI, Varun et al. An Innovative Agile Model of Smart Lean–Green Approach for Sustainability Enhancement in Industry 4.0. Journal of Open Innovation: Technology, Market, and Complexity, 2021, no. 4: 215. <https://doi.org/10.3390/joitmc7040215>.

### **Syllabus:**

#### **I. Sustainability Management**

1. Reflection of sustainability challenges in business management. Focus areas of sustainability management. Sustainability strategies.
2. Implementation of sustainability principles in the enterprise. Critical factors in increasing the implementation of sustainability management tools. Challenges of incorporating sustainability principles into business strategies.

#### **II. Agility in corporate governance**

3. Implementation of agility principles in business management. Agility as a tool for improving organizational performance - the importance of values and culture for proper implementation of agile techniques. Comparison of selected techniques.
4. Managing agile teams and agile leadership. Transforming team dynamics in an agile way. Decision making and management strategy of agile teams. Engagement and transparency of team communication in agile enterprise conditions.

#### **III. The enterprise as a virtual organisation**

5. Virtual enterprise as a cooperative network - a platform for harmonization of strategic goals of participating enterprises. Virtual identity. Virtual organization - advantages and risks of its functioning.
6. Management of virtual teams. Dynamics and performance of a virtual team. Trust and values in virtual teams. Traditional versus virtual teams.

#### **IV. The impact of technological change on business management**

7. Management 4.0. Challenges of implementing technological innovations for business management. Impacts on individual management functions. Innovation climate and innovation organizational potential.
8. Transformational leadership in the digital era. Characteristics of a digital leader. Shift in leaders' thinking in VUCA environment (variability, uncertainty, complexity, ambiguity). Creating highly effective and high performing teams.

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

English					
<b>Notes:</b>					
<b>Assessment of courses</b>					
Total number of evaluated students: 1					
A	B	C	D	E	FX
0.0	0.0	100.0	0.0	0.0	0.0
<b>Lecturer:</b> Ing. Katarína Procházková, PhD., doc. Ing. Zuzana Skorková, PhD., prof. Ing. Nadežda Jankelová, PhD., doc. Ing. Marta Matulčíková, PhD.					
<b>Date of the latest change:</b> 18.05.2022					
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava									
<b>Faculty:</b> Faculty of Business Management									
<b>Course code:</b> KPF FPM/MME21503/22		<b>Title of course:</b> Dissertation and its defence (in English)							
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present									
<b>Number of credits:</b> 40									
<b>Recommended semester/trimester of study:</b> 5., 6..									
<b>Degree of study:</b> III.									
<b>Prerequisites:</b>									
<b>Requirements to complete the course:</b>									
<b>Student workload:</b>									
<b>Teaching results:</b>									
<b>Indicative content:</b>									
<b>Support literature:</b>									
<b>Syllabus:</b>									
<b>Language whose command is required to complete the course:</b>									
<b>Notes:</b>									
<b>Assessment of courses</b> Total number of evaluated students: 2									
A	B	C	D	E	FX	NO	NOd	O	Od
0.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b>									
<b>Date of the latest change:</b> 17.08.2022									
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.									

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava							
<b>Faculty:</b> Faculty of Business Management							
<b>Course code:</b> KPF FPM/MME21502/22		<b>Title of course:</b> Dissertation project and dissertation examination (in English)					
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present							
<b>Number of credits:</b> 20							
<b>Recommended semester/trimester of study:</b> 3., 4..							
<b>Degree of study:</b> III.							
<b>Prerequisites:</b>							
<b>Requirements to complete the course:</b>							
<b>Student workload:</b>							
<b>Teaching results:</b>							
<b>Indicative content:</b>							
<b>Support literature:</b>							
<b>Syllabus:</b>							
<b>Language whose command is required to complete the course:</b>							
<b>Notes:</b>							
<b>Assessment of courses</b> Total number of evaluated students: 3							
A	B	C	D	E	FX	npr	pr
33.33	66.67	0.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b>							
<b>Date of the latest change:</b> 17.08.2022							
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.							

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPF FPM/MME21043/21	<b>Title of course:</b> Financial strategy and financial decision-making (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> 16s <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % continuous performance of assigned tasks, 30 % continuous written work (scientific essay), 60 % oral examination	
<b>Student workload:</b> participation in consultations 16 h, preparation for consultations 32 h, processing of continuous assignments 16 h, processing of scientific state 90 h, preparation for the exam 106 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• A comprehensive view of the identification, analysis, guidance and monitoring of the individual policies that make up a firm's financial strategy, followed by a causal analysis of changes in the business environment and their impact on the firm's financial performance. Doctoral students will be able to take a position, identify problems in strategic management and propose specific corrective measures (resulting from basic or applied research).</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• identify basic approaches to obtaining and analyzing input information necessary to formulate the financial strategy of an enterprise,</li> <li>• detect and point out possible managerial failures in the interpretation of the acquired information,</li> <li>• to propose indicators or a set of indicators to evaluate the financial performance of the enterprise and to reveal the disparity between the financial objectives of the enterprise and the financial capabilities of the enterprise,</li> <li>• present and interpret the results of the interim analyses leading to the formulation of the various financial strategy policies,</li> <li>• critically evaluate alternative financial strategies of the enterprise and deploy an appropriate methodological approach, leading to the identification of strategy weaknesses.</li> </ul> <b>Skills:</b> <ul style="list-style-type: none"> <li>• link methodological procedures for assessing the financial performance of an enterprise to financial strategy policies,</li> <li>• assess the optimality of the process of implementing a financial strategy and evaluating its success in a real-life enterprise,</li> <li>• apply advanced knowledge of financial management in the conditions of profit-making enterprises,</li> </ul>	



- apply quantitative research methods in solving a model situation of economic practice,
- understand and interpret the essential knowledge published in renowned foreign sources and transfer them to the application level of a specific enterprise.

**Indicative content:**

1. Basic basis for the formulation of the financial strategy of the enterprise - selection of indicators and metrics for the evaluation of the financial situation "ex post". Discriminant functions and logistic regression in the prediction of creditworthiness or probability of bankruptcy. Analysis of the predictive value of indicators with respect to applied accounting standards.
2. Debt policy of the enterprise - models of formation and optimization of the capital structure of the enterprise. Agency costs of equity and foreign capital.
3. Credit policy of the enterprise - evaluation of creditworthiness of the enterprise - application of the B&S model and estimation of default probability. Testing the reliability of business partners - iTrade and SkyMinder models.
4. Liquidity policy - models for optimising financial balances and financial decision-making on short-term investments.
5. Corporate tax policy - tax optimization (payable and deferred tax) and its implications for corporate financial ratios.
6. Profit and loss distribution policy - finding the appropriate ratio between dividend payments and profit retention (passive residual policy). Assessing the implications of reinvesting profits and its impact on the value of the enterprise. Options for resolving agency conflict.
7. Financial reporting policy - deciding on the volume, structure, and frequency of corporate disclosures. Reputational management of the enterprise.
8. Financial strategy implementation methods and tools - Balanced Scorecard (BSC) financial perspective assessment and selection of appropriate agents.

**Support literature:**

1. ATRILL, Peter. Financial Management for Decision Makers. 9th edition. Harlow : Pearson, 2019. 736 s. ISBN 978-1-2923-1143-2.
2. ARNOLD, Glen. Corporate Financial Management. 6th Edition. Harlow : Pearson Education Limited, 2019. 1128 s. ISBN 978-1-2921-4044-5.
3. BREALEY, Richard A. – MYERS, Stewart C. – ALLEN, Franklin. ISE Principles of Corporate Finance. New York : McGraw-Hill Education Ltd, 2019. 960 s. ISBN 978-1-2605-6555-3.
4. DORČÁK, Peter – MARKOVIČ, Peter – POLLÁK, František. Multifactor analysis of online reputation as a tool for enhancing competitiveness of subjects from automotive industry. In Ekonomický časopis : časopis pre ekonomickú teóriu, hospodársku politiku, spoločensko-ekonomické prognózovanie = journal for economic theory, economic policy, social and economic forecasting. Bratislava : Ekonomický ústav SAV : Prognostický ústav SAV, 2017. ISSN 0013-3035, 2017, roč. 65, č. 2, s. 173-186.
5. MACIKOVÁ, Lucia – SMORADA, Marián – DORČÁK, Peter – BEUG, Benjamin - MARKOVIČ, Peter. Financial Aspects of Sustainability: An Evidence from Slovak Companies. In Sustainability : [International Journal of Environmental, Cultural, Economic and Social Sustainability]. Basel : MDPI. ISSN 2071-1050, 2018, vol. 10, no. 7, pp. [1-15] online.
6. MARKOVIČ, Peter – DORČÁK, Peter – POLLÁK, František. Online Reputation Management. 1st Edition. Praha : Professional Publishing, 2019. 204 s. ISBN 978-80-88260-35-6.
7. POLLÁK, František – DORČÁK, Peter – MARKOVIČ, Peter. Corporate Reputation of Family-Owned Businesses: Parent Companies vs. Their Brands. In Information : [Scientific Journal of Information Science and Technology, Data, Knowledge, and Communication]. - Basel : MDPI. ISSN 2078-2489, 2021, vol. 12, no. 2, pp. 2-16 online.

8. POLLÁK, František – MARKOVIČ, Peter. Size of Business Unit as a Factor Influencing Adoption of Digital Marketing: Empirical Analysis of SMEs Operating in the Central European Market. In Administrative Sciences. Basel : MDPI. ISSN 2076-3387, 2021, vol. 11, no. 3, pp. [1-16] online.

9. WATSON, Denzil. Corporate Finance: Principles and Practice. Harlow : Pearson, 2019. 520 s. ISBN 978-1-2922-4431-0.

Web of Science:

1. Financial Strategy Development Process – <https://www.webofscience.com/wos/woscc/full-record/WOS:000588420200012>

2. Financial Literacy and Financial Strategies – <https://www.webofscience.com/wos/woscc/full-record/WOS:000555572900001>

3. Financial Strategies for Difficult Times – <https://www.webofscience.com/wos/woscc/full-record/WOS:000583466100014>

4. Research on Family Financial Portfolio Strategy – <https://www.webofscience.com/wos/woscc/full-record/WOS:000558656900068>

5. Identification of Financial Strategy in E-commerce – <https://www.webofscience.com/wos/woscc/full-record/WOS:000462948800091>

6. Importance of Financial Strategy in E-commerce – <https://www.webofscience.com/wos/woscc/full-record/WOS:000697124500004>

7. Influence of the Financial Knowledge Index on Forming A Strategy for Financial Behavior of Financial Services Consumers – <https://www.webofscience.com/wos/woscc/full-record/WOS:000561117207004>

8. Russian Gas Companies' Financial Strategy Considering Sustainable Growth – <https://www.webofscience.com/wos/woscc/full-record/WOS:000461754400018>

9. Analysis and Evaluation of Jinfeng Wine Financial Strategy – <https://www.webofscience.com/wos/woscc/full-record/WOS:000471627100011>

10. Financial leverage and competitive strategy of cross-listing firms – <https://www.webofscience.com/wos/woscc/full-record/WOS:000463023600006>

11. The Business Strategy, Competitive Advantage and Financial Strategy: A Perspective from Corporate Maturity Mismatched Investment – <https://www.webofscience.com/wos/woscc/full-record/WOS:000635705900010>

12. Assessment of Financial Security of An Enterprise in the System Providing Realization of its Financial Strategy – <https://www.webofscience.com/wos/woscc/full-record/WOS:000490344900010>

13. The Implementation of Financial Strategy in Empowering Diversity Education Globally – <https://www.webofscience.com/wos/woscc/full-record/WOS:000467634300023>

14. Fighting through Credit: Financial Strategies during the Pandemic in Turkey – <https://www.webofscience.com/wos/woscc/full-record/WOS:000582729900019>

15. Methods for Diagnosing the Effectiveness of the Enterprise's Financial Strategy in the Strategy Controlling System – <https://www.webofscience.com/wos/woscc/full-record/WOS:000447078600034>

16. Cities for sale. Financial strategies and new real estate cycle in Spain – <https://www.webofscience.com/wos/woscc/full-record/WOS:000522842400019>

17. Designing Financial Strategies based on Artificial Neural Networks Ensembles for Stock Markets – <https://www.webofscience.com/wos/woscc/full-record/WOS:000585967404101>

18. Motivating Young People's Labor Behavior as an Opportunity for Implementing Financial Strategies – <https://www.webofscience.com/wos/woscc/full-record/WOS:000460020700014>

19. Methodical and practical aspects of development of financial strategy of the industrial enterprise – <https://www.webofscience.com/wos/woscc/full-record/WOS:000561105300267>

20. Capital and Financial Strategies for Private Companies: Lessons from Their Publicly Traded Brethren – <https://www.webofscience.com/wos/woscc/full-record/WOS:000443328500007>  
Compulsory literature:

1. BEILECKE, Sebastian – MARKOVIČ, Peter. Chancen und Risiken der Internationalisierung von Kapitalanlagegesellschaften : Deutschland - Slowakei. 1. Aufl. Bratislava : Wolters Kluwer, 2015. 204 s. ISBN 978-80-8168-253-7.
2. BEUG, Benjamin – MARKOVIČ, Peter. Die Auswirkungen der Finanzkrisen auf Repurchase Agreements : theoretische Modifikationen und praktische Anwendung im Interbankenverkehr. 1. Aufl. Bratislava : KARTPRINT, 2014. 167 s. ISBN 978-80-89553-29-7.
3. CZAKER, Marco – MARKOVIČ, Peter. Die Befriedigungsaussichten der Gläubiger von Kapitalgesellschaften : wirtschaftliche und juristische Aspekte im Rahmen der EWU. 1. Auflage. Bratislava : KARTPRINT, 2018. 173 s. ISBN 978-80-89553-55-6.
4. FLICK, Sebastian – MARKOVIČ, Peter. Nachhaltigkeit in den Kapitalanlagen von Versicherungen. 1. Aufl. Bratislava : Wolters Kluwer, 2016. 181 s. ISBN 978-80-8168-344-2.
5. GUSERL, Richard – PERNSTEINER, Helmut. Finanzmanagement. Grundlagen – Konzepte – Umsetzung. München : Gabler Verlag, 2011. 620 s. ISBN 978-3-8349-0278-8.
6. KASTRATI, Ilir – MARKOVIČ, Peter. Portfoliomanagement aus der Sicht der Theorie und Praxis : die Portfoliostrategien vor dem Hintergrund der globalen Wirtschafts- und Finanzkrise. 1. vyd. Bratislava : KARTPRINT, 2017. 140 s. ISBN 978-80-89553-50-1.
7. KRUSCHWITZ, Lutz – HUSMANN, Sven. Finanzierung und Investition. 6. Auflage. München : Oldenbourg Verlag, 2010. 528 s. ISBN 978-3-486-59100-2.
8. LUDWIG, Sven – MARKOVIČ, Peter. Informationsasymmetrien Bei M&A Transaktionen : Eine empirische Analyse möglicher Risiken. 1. Auflage. Frankfurt am Main : Neowiss - Europäischer Wissenschaftsverlag, 2019. 160 s. ISBN 978-3-945484-17-3.
9. SCHMIDT, Simon – MARKOVIČ, Peter. Modernisierung von Betriebsmitteln am Beispiel der Stahlindustrie : Innovationskonzept und seine finanzökonomische Sicht. 1. Auflage. Bratislava : KARTPRINT, 2018. 203 s. ISBN 978-80-89553-51-8.
10. ZANTOW, Roger. Finanzwirtschaft der Unternehmung. Grundlagen des modernen Finanzmanagements. 2. aktualisierte Ausgabe. München : Pearson Studium, 2007. 574 s. ISBN 978-3-8273-7278-9.
11. ZORN, Daniel – MARKOVIČ, Peter. Informationsasymmetrie der Fair Value bei kleinen Aktienportfolien unter Berücksichtigung ausgewählter Rechnungslegungsstandards. 1. vyd. Bratislava : Vydavateľstvo EKONÓM, 2013. 153 s. ISBN 978-80-225-3757-5.

### **Syllabus:**

1. Basic bases for the formulation of the financial strategy of the enterprise - initial financial and economic analysis of the enterprise. Application of "ex post" and "ex ante" financial analysis approaches in combination with the assessment of the sustainability of corporate financing.
2. Debt policy of the enterprise - determination of the optimal and economically sustainable share of own and foreign capital. Model approaches to quantification of the cost of capital of the enterprise on the domestic and foreign financial market.
3. Credit policy of the enterprise - solving the issue of supplier and trade credits. Management of relations with suppliers and customers. Determination of customer financing costs. Assessment of creditworthiness of clients (in the short term).
4. Liquidity policy - optimisation of the volume of free cash flow, in relation to short-term appreciation possibilities. Methods and models for managing cash balances.
5. Tax policy of the enterprise - optimization of the tax burden of the enterprise, solving the issues of determining the assessment base, tax rate. Investigation of the impact of direct and indirect taxes on the financial performance of the enterprise.

6. The policy of distribution of the economic result - solving the principle issue related to retained earnings. Formation of the dividend policy of the enterprise, solving the agency relationship between the owners and the financial enterprise management.
7. Financial reporting policy - deciding on the volume, structure and frequency of corporate information disclosure. Corporate reputation management.
8. Methods and tools of financial strategy implementation. Assessment of financial perspective in Balanced Scorecard (BSC).

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

English

**Notes:**

They also lecture in English: Dr. Mathias R. Bauer (Blue Advisory GmbH, SRN); prof. Dr. Benjamin Beug (Hochschule 21, Buxtehude, SRN); doc. PhDr. Peter Dorčák, PhD. MSc.; doc. PhDr. František Pollák, PhD.

**Assessment of courses**

Total number of evaluated students: 1

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

**Lecturer:** Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, doc. PhDr. Peter Dorčák, PhD., doc. PhDr. František Pollák, 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KIM FPM/ MMA21041/21	<b>Title of course:</b> Information systems in management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> 16s <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % continuous performance of assigned tasks, 30 % continuous written work (scientific essay), 60 % oral examination	
<b>Student workload:</b> 260 h - participation in consultations 16 h, preparation for consultations 32 h, processing of continuous assignments 16 h, processing of scientific state 90 h, preparation for the exam 106 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• A comprehensive view of the strategic management of information systems, their alignment with business activities in the context of changes brought about by digitalization. Doctoral students can clearly identify, analyse, find connections and compress approaches in the field of management and use of information systems in management, contribute to the analysis of scientific perspectives on digital management and digital transformation, apply professional and methodological knowledge as a basis for innovation and originality in research and in business practice.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• identify and interpret important theories, models and practices in the strategic management of information systems, as well as key determinants affecting the overall effectiveness of information systems management,</li> <li>• the ability to conceive an integrated and comprehensive approach to the alignment, planning, implementation and management of information systems and their resources,</li> <li>• the ability to contribute to the analysis of scientific perspectives on digital management and digital transformation of enterprises,</li> <li>• the ability to present research results in a scientific debate to the professional and scientific community.</li> </ul> <b>Skills:</b> <ul style="list-style-type: none"> <li>• combine managerial and entrepreneurial skills with an understanding of information systems, their capabilities and the benefits they bring to business management,</li> <li>• understand and apply new frameworks and models that contribute to more effective strategic management of information systems and closer alignment of information systems with business activities,</li> </ul>	

- respond to changing needs while maintaining an optimal and efficient information technology infrastructure,
- evaluate the effects of applied policies and conceptual frameworks on the enterprise as a whole,
- evaluate theories, concepts and innovations in the subject area,
- design, validate and implement new research approaches, interpret the knowledge gained,
- apply own findings and conclusions of own scientific research in practice, reflecting research conditions, barriers and limits of research.

**Indicative content:**

1. Information systems in today's global business and the context of recent business and digital advances.
2. Information technology infrastructure - IT infrastructure and new technologies; securing information systems.
3. Understanding, selecting, implementing and managing information systems; information systems and project management.
4. Comprehensive coverage of information systems management practices reflecting digital governance and digital transformation.
5. An integrated and comprehensive approach to the alignment, planning, implementation and management of enterprise information systems.
6. Strategic IS/IT management frameworks, strategic planning, investment portfolio management, decision-making authority.
7. IT Governance - IT Governance standards; assessment of IT Governance.
8. Level of maturity of information systems governance, governance mechanisms and their impact on the overall effectiveness of information systems governance.

**Support literature:**

1. LAUDON, Kenneth – LAUDON, Jane. Management Information Systems: Managing the Digital Firm. 17th Edition. Harlow : Pearson, 2021. 656 s. ISBN: 978-1-2924-0328-1.
2. PEARLSON, Keri E. – SAUNDERS, Carol S. – GALLETTA, Dennis. F. Managing and Using Information Systems: A Strategic Approach. 7th Edition. New York : John Wiley & Sons, 2019. 368 s. ISBN: 978-1-1195-6056-2.
3. TURBAN, Efraim – POLLARD, Carol – WOOD, Gregory. Information Technology for Management: On-demand Strategies for Performance, Growth and Sustainability. New York : John Wiley & Sons, 2018. 480 s. ISBN: 978-1-1188-9079-0.
4. BALTZAN, Paige, et al. Business driven information systems. New York : McGraw-Hill Education, 2020. 560 s. ISBN: 978-1-2605-7085-4.
5. 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.
6. 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.
7. SELIG, Gad J. Implementing effective IT governance and IT management. Van Haren Publishing, 2015. p. ISBN: 978-9401800082.
8. BOCIJ, Paul – GREASLEY, Andrew – HICKEY, Simon. Business Information Systems: Technology, Development and Management for the Modern Business. 6th edition. 2019. Harlow : Pearson Publisher; 631 s. ISBN 978-1-292-22097-0.
9. STAIR, Ralph. – REYNOLDS, George. Principles of information systems. Boston : Cengage, 2020. 758 s. ISBN 978-0-3571-1241-0.
10. KOKLES, Mojmir – ROMANOVÁ, Anita – HAMRANOVÁ, Anna. Information Systems in the post-transition period in enterprises in Slovakia. In Journal of Global Information Technology Management. - Philadelphia, 2015, vol. 18, no. 2, pp. 110-126.

11. BOLEK, Vladimír – ROMANOVÁ, Anita – ZELINA, Michal – JANUŠKA, Martin. Factors Determining the Achievement of IS/IT Benefits: an Empirical Study in the Slovak Republic. In European Journal of International Management. - Geneve : Inderscience Enterprises Limited. ISSN 1751-6765, 2021, vol. 15, no. 1, pp. 27-45 online.

Web of Science:

1. Adaptability Revised: Process-Aware Information System in Modern Organization Management - <https://www.webofscience.com/wos/woscc/full-record/WOS:000661489807045>
2. Enterprise Information Systems in the Cloud: Implications for Risk Management - <https://www.webofscience.com/wos/woscc/full-record/WOS:000612199700013>
3. Some Aspects of Information Security in Digital Organizational Management Systems - <https://www.webofscience.com/wos/woscc/full-record/WOS:000609313500012>
4. The Benefits of Information Systems in The Management of Industrial Enterprises - <https://www.webofscience.com/wos/woscc/full-record/WOS:000708285400004>
5. The Determinants of Management Information Systems Effectiveness in Small- and Medium-Sized Enterprises - <https://www.webofscience.com/wos/woscc/full-record/WOS:000558696900055>
6. The Role of The Information Flow Management System in Creating Organizational Knowledge - <https://www.webofscience.com/wos/woscc/full-record/WOS:000661127402039>
7. TUDY ON INFORMATION SECURITY MANAGEMENT SYSTEM AND BUSINESS CONTINUITY MANAGEMENT IN THE CONTEXT OF THE GLOBAL CRISIS - <https://www.webofscience.com/wos/woscc/full-record/WOS:000630165800121>
8. Role of enterprise information system management in enhancing firms competitive performance towards achieving SDGs during and after COVID-19 pandemic - <https://www.webofscience.com/wos/woscc/full-record/WOS:000705303900001>
9. IMPLEMENTATION EFFECTS OF THE INTEGRATED INFORMATION SYSTEM ON MANAGEMENT ACCOUNTING: COMPARISON OF THE INSURANCE SECTOR IN THE REPUBLIC OF CROATIA AND BOSNIA AND HERZEGOVINA - <https://www.webofscience.com/wos/woscc/full-record/WOS:000599768500007>
10. The Role of The Information Flow Management System in Creating Organizational Knowledge <https://www.webofscience.com/wos/woscc/full-record/WOS:000661127402039>
11. Impact of Information Technology (IT) Governance on Business-IT Alignment - <https://www.webofscience.com/wos/woscc/full-record/WOS:000654209200007>
12. How IT Governance can assist IoT project implementation - <https://www.webofscience.com/wos/woscc/full-record/WOS:000582463300003>
13. An IT governance framework for IS portfolio management - <https://www.webofscience.com/wos/woscc/full-record/WOS:000563585000001>
14. The influence of IT investment and IT governance on corporate performance of multibusiness firms - <https://www.webofscience.com/wos/woscc/full-record/WOS:000569152500013>
15. Governance and Management of Green IT: A Multi-Case Study - <https://www.webofscience.com/wos/woscc/full-record/WOS:000583428200005>
16. THE EFFECTS OF BUSINESS IT STRATEGIC ALIGNMENT AND IT GOVERNANCE ON FIRM PERFORMANCE: A MODERATED POLYNOMIAL REGRESSION ANALYSIS - <https://www.webofscience.com/wos/woscc/full-record/WOS:000596039600007>
17. IT architecture flexibility and IT governance decentralisation as drivers of IT-enabled dynamic capabilities and competitive performance: The moderating effect of the external environment - <https://www.webofscience.com/wos/woscc/full-record/WOS:000563349300001>
18. IT Governance Mechanisms Influence on Digital Transformation: A Systematic Literature Review Completed Research - <https://www.webofscience.com/wos/woscc/full-record/WOS:000672599801071>

19. Records and document management in the IT Governance frameworks: best practices and standardization (COBIT framework) - <https://www.webofscience.com/wos/woscc/full-record/WOS:000574419100006>

**Syllabus:**

1. Information systems in today's global business and the context of recent business and digital advances; ethical and social issues in information systems. Information systems and digital transformation.
2. Information technology infrastructure - IT infrastructure and new technologies; securing information systems. Key system applications characteristic of the digital age; e-commerce: digital markets; digital products; knowledge management and artificial intelligence.
3. Understanding, selecting, implementing and managing information systems; information systems and project management; managing global systems. Business initiatives and their support by information systems.
4. Comprehensive coverage of management practices in the field of information systems reflecting digital governance and digital transformation - core concepts, principles, theories, methodologies, architectures, assessment frameworks and future directions.
5. An integrated and comprehensive approach to the alignment, planning, implementation and management of enterprise information systems.
6. Strategic IS/IT management frameworks, strategic planning, investment portfolio management, decision-making authority, effective strategic management of information systems, effects of applied policies on the enterprise as a whole.
7. IT Governance - IT Governance standards; IT Governance assessment, conceptual frameworks for information systems governance; IT Service Management - IT service management, ITIL.
8. Level of maturity of information systems governance, governance mechanisms and their impact on the overall effectiveness of information systems governance, performance, risk and contingency management.

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 5

A	B	C	D	E	FX
20.0	40.0	40.0	0.0	0.0	0.0

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

**Date of the latest change:** 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15328/16	<b>Title of course:</b> Member of the org. committee of the conference, professional interpretation during the conf., preparation of the proceedings of the scientific conf.
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 1	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15320/16	<b>Title of course:</b> Member of the research team in the framework of the grant for young teachers, researchers and doctoral students in the full-time form of study
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 36	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15318/16	<b>Title of course:</b> Member of the research team within Slovak research grant agencies
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 87	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15319/16	<b>Title of course:</b> Member of the research team within foreign research grant agencies
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 0	
NZ	Z
0.0	0.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21065/21	<b>Title of course:</b> Normative and descriptive theories of decision making (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> 16s <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % continuous performance of assigned tasks, 30 % continuous written work (scientific essay), 60 % oral examination	
<b>Student workload:</b> student workload: participation in consultations 16 h, preparation for consultations 32 h, processing of continuous assignments 16 h, processing of scientific state 90 h, preparation for the exam 106 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• General knowledge of normative and descriptive theories of decision making at the evaluation level, based on which he/she can clearly identify, analyze and compare approaches to decision situations depending on the conditions of the external and internal environment of enterprises.</li> <li>• Knowledge of the priorities required for the development of society in the context of a clear and comprehensive understanding of decision making at the individual, enterprise and whole-of-society levels.</li> <li>• Professional and methodological knowledge of normative and descriptive theories of decision-making, serving as a basis for innovation and originality in research and practice necessary for designing research and development or developing the field of managerial practice.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• Critical, independent and analytical thinking in unpredictable, changing and specific conditions of managerial decision making at all organizational levels, with emphasis on linking normative and descriptive approaches, on strategic decision making in these conditions, and on decision making under conditions of technological change,</li> <li>• Taking into account social, scientific and ethical aspects in guiding the further development of research in the field and society,</li> <li>• The ability to present the results of research and development to the professional and scientific community,</li> <li>• Responsibility for the advancement of the discipline,</li> <li>• A responsible approach to self-development, the development of the field of managerial decision-making and society in the context of scientific progress.</li> </ul> <b>Skill:</b>	

in the area of cognitive skills, the doctoral student can:

- Link normative and descriptive methods in decision making to the methodological procedure of decision making,
- generate and formulate new hypotheses, judgements and strategies for the further development of the science of managerial decision-making,
- evaluate normative and descriptive decision-making theories, concepts and innovations in this scientific field,

in the area of practical skills, the doctoral student can:

- apply own findings resulting from theoretical analysis and own scientific research of a complex and/or interdisciplinary nature,
- design, validate and implement new research procedures in the field of normative and descriptive theories of decision-making,
- interpret the acquired knowledge and transfer it to the application level in the conditions of corporate practice.

**Indicative content:**

1. Normative and descriptive theories of decision making and their intersection.
2. Managerial decision-making in specific conditions
3. Strategic decision making in the context of normative and descriptive theories.

**Support literature:**

1. BRIGGS, Rachael. Normative theories of rational choice: Expected utility. In E. N. Zalta (Ed.), The stanford encyclopedia of philosophy (Spring 2017 Edition). <https://plato.stanford.edu/archives/spr2017/entries/rationality-normative-utility/>.
2. CRISTOFARO, Matteo et al. Managerial and Entrepreneurial Decision Making: Emerging Issues. 2021. ISSN 3036508155.
3. FORREST, Jeffrey Yi-Lin, NICHOLLS, Jeananne , SCHIMMEL, Kurt, LIU, Sifeng. Managerial decision making: A holistic approach. B.m.: Springer. 2020. ISBN 3-030-28063-2.
4. HASLAM, Simon, SHENOY, Ben. Strategic Decision Making: A Discovery-Led Approach to Critical Choices in Turbulent Times. London : Kogan Page Publishers, 2018. 256 p. ISBN 978-0-7494-7261-0.
5. CHAI, Junyi, WENG, Zhiquan, LIU, Wenbin. 2021. Behavioral Decision Making in Normative and Descriptive Views: A Critical Review of Literature. Journal of Risk and Financial Management. 2021, roč. 14, č. 10, s. 490.
6. JANKELOVÁ, Nadežda. Managerial Decision-Making in the Context of Pandemic Covid-19 and Industry 4.0. 1. vydanie. Praha : Agentura Fama, 2021. 87 s. ISBN 978-80-904926-1-5.
7. KAHNEMAN, Daniel. Myslenie rýchle a pomalé. Aktuell vydavateľstvo s r o., Bratislava, Slovak edition, 2019. ISBN 978-80-8172-056-7.
8. KAHNEMAN, Daniel – SIBONY, Olivier – SUNSTEIN, Cass. Noise: A Flaw in Human Judgment, 2021. 464 p. ISBN 978-0-3164-5138-3.
9. MALECKA, Magdalena. The normative decision theory in economics: a philosophy of science perspective. The case of the expected utility theory, Journal of Economic Methodology, 2019. DOI: 10.1080/1350178X.2019.1640891.
10. REMEŇOVÁ, Katarína, JANKELOVÁ, Nadežda. A Descriptive Approach to Decision Making and the Decision-Making Style. 1. Auflage. Hamburg : Verlag Dr. Kovač, 2019. Innovative Betriebswirtschaftliche Forschung und Praxis, Band 511, 139 p. ISBN 978-3-339-11218-7.
11. REMEŇOVÁ, Katarína - JANKELOVÁ, Nadežda. Decision-Making Style of Agribusiness Managers. In Agricultural economics, 2019, Vol. 65, No. 7, p. 322-330. ISSN 0139-570X.

12. REMEŇOVÁ, Katarína - JANKELOVÁ, Nadežda. How Successfully can Decision-Making Style Predict the Orientation toward Well- or Ill-Structured Decision-Making Problems. In *Journal of Competitiveness*, 2019, Vol.11, No.1, p. 99–115. ISSN 1804-1728.

13. THALER, Richard H. From cashews to nudges: The evolution of behavioral economics. *American Economic Review*, 2018. 08(6), 1265–1287.

14. ZAPPIA, Carlo. Rationality under uncertainty: classic and current criticisms of the Bayesian viewpoint. *The European Journal of the History of Economic Thought*, 2019. 1–33. doi:10.1080/09672567.2018.1523210.

Compulsory literature:

1. AL KINDI, Mahmood, AL LAWATI, Mutjaba, AL RAWAHI, Hani. The challenges of normative decision making in industries. 2015. *International Conference on Industrial Engineering and Operations Management (IEOM)*. doi:10.1109/ieom.2015.7228114.

2. ARAVOPOULOU, Eleni et al. Strategic decision-making process [SDMP] in times of crisis: Evidence from Greek banks. In *Journal of Business & Retail Management Research*, 2018, vol. 12, No. 4, pp. 26-36. ISSN 1751-8202.

3. BERG, Nathan, BIELE, Guido, GIGERENZER, Gerd. Consistent Bayesians are no more accurate than non-Bayesians: Economists surveyed about PSA. *Review of Behavioral Economics*, 3, 2016, 189–219.

4. BLAKE, Bridget. *Naturalistic Decision-Making by University Leaders During the Coronavirus Disease 2019 Pandemic* Drexel University, ProQuest Dissertations Publishing, 2021. 28643110. <https://www.proquest.com/docview/2561921011?pq-origsite=gscholar&fromopenview=true>

5. BOUSDEKIS, Alexandros, LEPENIOTI, Katerina, APOSTOLOU, Dimitris, MENTZAS, Gregoris. A Review of Data-Driven Decision-Making Methods for Industry 4.0 Maintenance Applications. In *Electronics*, 2021, Vol.10, No. 7, p. 828 - 848. ISSN 2079-9292.

6. CALABRETTA, Giulia, GEMSER, Gerda, WIJNBERG, Nachoem M. 2017. The Interplay between Intuition and Rationality in Strategic Decision Making: A Paradox Perspective. In *Organization Studies*, 2017, Vol. 38, issue 3 – 4.

7. DOWNEN, Tom, Zhan FURNER a Bryan CATALDI, 2019. The effects on anchoring of increasing quantities of disconfirming evidence. *International Journal of Management and Decision Making*. 2019, roč. 18, č. 3, s. 309–331.

8. ELBANNA, Said, CHILD, John. Influences on Strategic decision Effectiveness: Development and Test of an Integrative Model. *Strategic Management Journal*, 2007, 28, 431 – 453.

9. ELBANNA, Said, FADOL, Yasir. The Role of Context in Intuitive Decision-Making. In *Journal of Management & Organization*, 2016, vol. 22, no. 5, pp. 642-661.

10. ELBANNA, Said, KAPOUTSIS, Illias, Mellahi, Kamel. Creativity and propitiousness in strategic decision making: The role of positive politics and macro-economic uncertainty. *Management Decision*, 2017, Vol. 55 No. 10, pp. 2218-2236. <https://doi.org/10.1108/MD-02-2017-0113>

11. FREDRICKSON, James W, IAQUINTO, Anthony L. Inertia And Creeping Rationality In Strategic Decision Processes. In *Academy of Management Journal*, 2017, Vol. 32, No. 3, p. 516 – 542.

12. GIGERENZER, Gerd. Axiomatic rationality and ecological rationality. *Synthese* 198, 3547–3564 (2021). <https://doi.org/10.1007/s11229-019-02296-5>

13. GORE et al. 2015. Applications for naturalistic decision-making. *Journal of Occupational and Organizational Psychology*, 88(2), 223-230. doi:10.1111/joop.12121

14. GROENENDAL, Jelle, HELSLOOT, Ira. The application of Naturalistic Decision Making (NDM) and other research: lessons for frontline commanders. *Journal of management & organization*, 2016, 22(2), 173-185. doi:10.1017/jmo.2015.31

15. KALKMAN, Jori Pascal - KERSHOLT, Jose H – ROELOFS, Maike. Crisis response team decision-making as a bureau-political process. In *Journal of Contingencies and Crisis Management*, 2018, Vol.26, p. 480-490. ISSN 14685973. doi:10.1111/1468-5973.12243.
16. KLEIN, Gary. Naturalistic Decision Making. In *Human Factors*, 2008, vol. 50, No. 3, pp. 456-460. ISSN 00187208. doi: 10.1518/001872008X288385.
17. KAPLAN, Sarah. Research in Cognition and Strategy: Reflections on Two Decades of Progress and Look to the Future. *Journal of Management Studies*, 2011. 48:3, 665 – 695.
18. MARKMAN, Art. Slow Down to Make Better Decisions in a Crisis. In *Harvard Business review*, March 15, 2020. [online]. Dostupné na : <https://hbr.org/2020/03/slow-down-to-make-better-decisions-in-a-crisis>
19. OKOLI, Justin – WATT, John. Crisis decision-making: the overlap between intuitive and analytical strategies. In *Management Decision*, 2018, vol. 56, No. 5, pp. 1122–1134. ISSN 0025-1747. doi:10.1108/md-04-2017-0333.
20. OKOLI, Justin, HATAMI-MARBINI, Hamed. Managing complex crises through the lens of intuitive expertise: A naturalistic decision-making perspective. *International Journal of Mass Emergencies and Disasters*, 2021. (In press).
21. REMEŇOVÁ, Katarína - JANKELOVÁ, Nadežda - PROCHÁZKOVÁ, Katarína. Relationship Between Path-Goal Leadership Behavior and Decision-Making Styles According to Personal and Working Parameters. In *AD ALTA : journal of interdisciplinary research*, 2018, Vol. 8, No. 2, p. 210-215. ISSN 2464-6733.
22. RICH, Patricia. Comparing the axiomatic and ecological approaches to rationality: Fundamental agreement theorems in SCOP. *Synthese*, 195, 2018. 529–547.
23. STEPHERD, Neil Gareth, RUDD, John Maynard. The Influence of Context on the Strategic Decision#Making Process: A Review of the Literature. In *International Journal of management Reviews*, 2014, Vol. 16, Issue 3, 2014, p. 340-364.
24. SULICH, Adam, SOLODUCHO-PELC, Letycja, FERASSO, Marcos. Management Styles and Decision-Making: Pro-Ecological Strategy Approach. *Sustainability*. 2021; 13(4):1604. <https://doi.org/10.3390/su13041604>
25. VARMA, Tulika. Understanding Decision Making During a Crisis. In *International Journal of Business Communication*, 2015, vol. 56, No. 2, p. 233-248. doi:10.1177/2329488415612477
26. ZHONG, Xiaoling, WANG, Junbo. Prospect theory and corporate bond returns: An empirical study. *Journal of Empirical Finance*, Volume 47, June 2018, Pages 25-48.

### **Syllabus:**

- I. Normative and descriptive theories of decision making and their intersection.
  1. The essence of normative theories of decision making. The basic foundations of normative models. The classical normative view of rationality. Evidence-based decision making. Shifts in the rational perception of managerial decision making in the context of Industry 4.0.
  2. The essence of descriptive theories of decision making. Research advances in prospect theory. Heuristics, deviations, fallacies. Intuition. Styles of decision making in the context of the manager's competence, his value system, and the type of decision problem. The role of emotions in decision making.
- II. Managerial decision-making in specific conditions
  3. The theory of naturalistic decision making (NDM). Contextual factors in NDM (ill-structured problems, environmental uncertainty, ill-defined or competing goals, stress, severity of consequences). Stages of development and models of NDM. Areas of focus for NDM. The intersection of NDM and organizational decision making. Perspectives on the application of NDM in different domains.
  4. Ecological rationality. Contrasting understanding of heuristics in the theory of ecological rationality. The personality of the manager and the constraints arising from his cognitive capacity and environment. Adaptive decision making. Use in group decision making.



<p>5. Managerial decision making in crisis situations. Normative models of decision making in crisis. Descriptive models in crisis. Crisis manager's skills in decision making.          III. Strategic decision making in the context of normative and descriptive theories.          6. Paradigms and dimensions of strategic decision making. Rationality and bounded rationality. Politics and power.          7. Models and modes of strategic decision making.          8. Intuition and strategic decision-making. The social side of strategic decision-making. Effectiveness of strategic decision-making. Control system of the impact of the decision.</p>					
<p><b>Language whose command is required to complete the course:</b>          English</p>					
<p><b>Notes:</b></p>					
<p><b>Assessment of courses</b>          Total number of evaluated students: 0</p>					
A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0
<p><b>Lecturer:</b> doc. Ing. Katarína Remeňová, PhD., MBA, prof. Ing. Nadežda Jankelová, PhD., doc. Ing. Juraj Mišún, PhD.</p>					
<p><b>Date of the latest change:</b> 15.08.2022</p>					
<p><b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.</p>					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21063/21	<b>Title of course:</b> People and corporate culture (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> 16s <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20 % analysis of scientific studies and discussion, 20 % written speech (scientific essay), 60 % oral examination	
<b>Student workload:</b> 260 h - participation in consultations 16 h, preparation for consultations 32 h, processing of continuous assignments 16 h, processing of scientific state 90 h, preparation for the exam 106 h)	
<b>Teaching results:</b> <b>Knowledge:</b> A PhD student has: <ul style="list-style-type: none"> <li>- Deep knowledge of the current manifestation of economic, technological and demographic changes in the world of work, can identify and analyze in depth changes in the content of performance, define their impact on people management systems</li> <li>- contextual knowledge of people management in the enterprise, with overlap into relevant disciplines, which is necessary for a comprehensive view of the implications of people management on the quality of working and personal life</li> <li>- professional and methodological knowledge of the study of the principles and manifestations of human behaviour and their application to the design of people management systems and the shaping of organisational culture in line with the strategic choices of the enterprise.</li> </ul> <b>Competence:</b> The doctoral candidate is characterised by <ul style="list-style-type: none"> <li>- critical thinking in terms of academic ethics and the freedom to identify and define an original space for their own research activity</li> <li>- the ability to contribute to the creative work of existing research teams and to obtain support and collaboration for their own research project</li> <li>- to identify, through creative thinking, a space for research on the management of the formation and development of human potential in the enterprise</li> <li>- the ability to use relevant knowledge from the disciplines of human behaviour, e.g. psychology, sociology, behavioural economics and neurobiology, and to apply interdisciplinarity to the scientific study of human management</li> </ul>	

- the ability to enrich current knowledge on the use of human behavioural patterns and manifestations with new forms of application in human management
- the ability to contribute to the theory and practice of human management with new concepts, tools, processes, methods that are the results of scientific research
- the ability to use different forms of dissemination of research results to the scientific community and professional practice,
- an awareness of the importance of research activities in society and the benefits of publishing the results of research activities,
- a personal interest in scientific activity, an understanding of the meaning of ethical and free inquiry in the social sciences, and a desire to advance knowledge for the benefit of society

Skill:

In the area of cognitive skills, the doctoral student can:

- Recognize the research space for deeper understanding of human behavior and the application of this knowledge in human management systems
- identify and define the research gap , recognise relevant methodological frameworks
- formulate a research intent, express the relevant research space in terms of research questions and specify hypotheses, choose an appropriate methodology
- select the object of research, discover and verify patterns and demonstrate relationships on the object of investigation,
- interpret the results of the investigation, create added value of the research that is demonstrable for both people management theory and business practice

in the area of practical skills, the doctoral student can:

- review current knowledge on the topic and formulate their own research plan
- conceive an appropriate and original research design
- reflect on the review and assessment of the research design, develop research ideas and refine the methodological framework
- use currently available technologies to conduct and evaluate research
- critically interpret the results of investigations, identify and define the increment of knowledge with respect to the barriers and limits of the research study
- collaborate in research and publication teams, contribute to the conception, implementation and publication initiatives of research teams
- to work on a research project in the role of researcher or principal investigator, to conceive the plan, to carry out the different phases of the research and to evaluate the research project.

**Indicative content:**

- I. Working in the era of digital business transformation.
- II. A new generation of employees.
- III. HR strategies and organizational culture for the digital environment.
- IV. Shaping the skills of the future.

**Support literature:**

1. PARRY, Emma, MORLEY, Michael, BREWSTER, Chris: The Oxford Handbook of Contextual Approaches to Human Resource Management: Oxford Univerisity Press. 2021.s 656, ISBN: 9780190861162
2. PAAUWE,J., FARNDAL, E.. Strategy, HRM, and Performance: A Contextual Approach: Oxford. Oxford University Press. 2018. s.256. ISBN13 9780198808596
3. BREWSTER, CH., MAYERHOFER, W., Handbook of Research on Comparative Human Resource Management: Cheltenham, United Kingdom, Edward Elgar Publishing, 2013. s. 702, ISBN13 9781781002940
4. PARRY E., TYSON, S.: Managing People in a Contemporarry Context: Routledge, London, 2013. s. 238, ISBN13 9780415533126

5. JANKELOVÁ, Nadežda - JONIAKOVÁ, Zuzana - BLŠTÁKOVÁ, Jana - SKORKOVÁ, Zuzana - PROCHÁZKOVÁ, Katarína. Leading Employees Through the Crises: Key Competences of Crises Management in Healthcare Facilities in Coronavirus Pandemic. In Risk Management and Healthcare Policy. - [Wellington] : Dove Medical Press. ISSN 1179-1594, 2021, vol. 14, no. 1, pp. 561-573
6. PAPULA J., KOHNOVÁ L., PAPULOVÁ Z., SUCHOBA M. (2019). Industry 4.0: Preparation of Slovak Companies, the Comparative Study. Smart Technology Trends in Industrial and Business Management. In EAI/Springer Innovations in Communication and Computing. Springer, ISBN 978-3-319-76998-1 [https://doi.org/10.1007/978-3-319-76998-1\\_8](https://doi.org/10.1007/978-3-319-76998-1_8)
7. SCHNEIDER, P. (2018). Managerial challenges of Industry 4.0: an empirically backed research agenda for a nascent field. In Review of Managerial Science volume 12, 803–848 <https://doi.org/10.1007/s11846-018-0283-2>.
8. 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.
9. BLŠTÁKOVÁ, Jana - JONIAKOVÁ, Zuzana - JANKELOVÁ, Nadežda - STACHOVÁ, Katarína - STACHO, Zdenko. Reflection of Digitalization on Business Values: The Results of Examining Values of People Management in a Digital Age. In Sustainability : [International Journal of Environmental, Cultural, Economic and Social Sustainability]. - Basel : MDPI. ISSN 2071-1050, 2020, vol. 12, no. 12, pp. [1-17]
10. BAUER, W.- HÄMMERLE, M. - SCHLUND, S. - VOCKE, C.: Transforming to a Hyper-connected Society and Economy -Towards an “Industry 4.0”. In Procedia Manuf. 2015, no.3, 417–424.
11. DRAGICEVIC, N.- ULLRICH, A. - TSUI, E. - GRONAU, N.: A conceptual model of knowledge dynamics in the industry 4.0 smart grid scenario. In Knowledge Management Research & Practice 2020, vol. 18, no. 2, 199–213 <https://doi.org/10.1080/14778238.2019.1633893>
12. SHEVYAKOVA, A. - MUNSH, E. - ARYSTAN, M. - PETRENKO, Y. (2021). Competence development for Industry 4.0: Qualification requirements and solutions. In Insights into Regional Development, Entrepreneurship and Sustainability Centre, 2021, vol.3, no.1 124-135. [http://doi.org/10.9770/IRD.2021.3.1\(7\)](http://doi.org/10.9770/IRD.2021.3.1(7)), ISSN 2669-0195.

### **Syllabus:**

- I. Working in the era of digital business transformation
  1. Manifestations of economic, technological and demographic changes in the world of work. Digital platforms of the sharing economy and digital social networks.
  2. Digital transformation in enterprises. Virtual work environments. Interactions between people and technology, fundamental changes in forms of work and collaboration, emphasis on social capital, creativity as a source of success, integration of work into quality of life. Meaningfulness and sustainability of human work.
- II. A new generation of employees
  3. Silver economy, lack of competence and skills surplus due to automation,
  4. Diversity in the workplace, hyperconnectivity of society, new forms of social units, reverse humanization of work, the era of the employee.
- III. HR strategies and organisational culture for the digital environment
  5. Values, roles, architecture and content of HRM. Shaping the expected employee experience. Employer brand - a tool for attractiveness to candidates, retention of current employees.
  6. People management tools in the phase of digitalization of information - familiar HR roles and new technologies. Value redefinition phase - new performance design and redefinition of people management roles. Discussion of the integrated nature of the human factor.

7. Diversity management and inclusion. Programmes for disadvantaged employees,  
 8. The culture of the learning organization. Building a culture of feedback. Employee engagement and employee experience  
 IV. Shaping the skills of the future  
 9. Shaping employee competence (knowledge, skills, behaviour) and developing work potential (talent and performance).  
 10. Change as the new value of success. Human behaviour in change, change management cycle. Barriers to change in human behaviour. Values for change management.  
 11. Creative potential of the enterprise and barriers to the development of creativity. Process of creative thinking, stimulation of creativity. Creative work environment.  
 12. Emotional agility and rationality. Models of effective communication.

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

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

**Date of the latest change:** 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15323/16	<b>Title of course:</b> Preparation of a research project within Slovak research grant agencies
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b>	
Total number of evaluated students: 0	
NZ	Z
0.0	0.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15324/16	<b>Title of course:</b> Preparation of a research project within foreign research grant agencies
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 15	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 0	
NZ	Z
0.0	0.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15310/16	<b>Title of course:</b> Presentation at a scientific event abroad published in proceedings (reviewed) in a foreign language
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 15	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 157	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15306/16	<b>Title of course:</b> Publication in a scientific journal - no CCC, abroad (in foreign language)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 20	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 24	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> Dekanát FPM/ D15308/16	<b>Title of course:</b> Scientific monograph published in foreign publishing
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 30	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b>	
<b>Student workload:</b>	
<b>Teaching results:</b>	
<b>Indicative content:</b>	
<b>Support literature:</b>	
<b>Syllabus:</b>	
<b>Language whose command is required to complete the course:</b>	
<b>Notes:</b>	
<b>Assessment of courses</b> Total number of evaluated students: 12	
NZ	Z
0.0	100.0
<b>Lecturer:</b>	
<b>Date of the latest change:</b> 06.07.2023	
<b>Approved by:</b> 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková, PhD.	

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KIM FPM/ MMA21043/21	<b>Title of course:</b> Scientific research in management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> 16s <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 40 % elaboration of a project related to the methodology of own dissertation, 60 % presentation and defence of the project	
<b>Student workload:</b> 260 h - participation in consultations 16 h, preparation for consultations 32 h, processing of continuous assignments 16 h, processing of scientific state 90 h, preparation for examination 106 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• The student will gain new and expand existing knowledge of available scholarly databases, how to register in them, and consequently how to work with literature searches in both paid and publicly available databases.</li> <li>• About the process and procedures for transforming theoretical constructs/concepts/definitions into empirical measurement tools with specifically defined expected relationships, leading to the establishment of goals and subsequent design to achieve the goals.</li> <li>• All commonly used scientific designs, their various subcategories, and the statistical methods used to implement them will be discussed. Specifically: exploratory research design (exploring data, identifying latent variables), descriptive research design (relationships between variables, comparing groups, verifying latent variables), explanatory research design (identifying effects of variables)</li> <li>• On the application of specific statistical methods used for specific research designs.</li> <li>• About the system and organization of writing research articles, custom dissertation.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• In working systematically, deeply and comprehensively with the scientific literature. How to identify potentially promising lines of research from the latest scientific literature, based on a deep and thoughtful argument supported by the latest literature findings.</li> <li>• Work with theoretical constructs/concepts/definitions used in the domain. The student will learn to relate specific measurement tools (questionnaires, inventories, tasks, stimulus materials, formulas, equations, etc.) to theoretical constructs and will be able to systematically argue why one particular construct was chosen from among several options. At the same time, he/she will be able to assess their time, cost and practical advantages and limitations.</li> </ul>	

- He/she will be able to set realistic and achievable goals framed and described in the most up-to-date scientific terms and based on current scientific and theoretical constructs. In relation to the objectives, he/she is able to establish hypotheses.
- Based on the objectives, the student will be competent to choose the most appropriate research design that can achieve the stated objectives.
- Practically implement and successfully complete primary data collection or secondary data collection according to the established research design.
- Prepare data in the format and structure required by the statistical opensource software JAMOVİ and then, based on extensive knowledge of specific statistical methods/tests/analyses, independently analyze the data collected, test the stated hypotheses and thereby fulfill the individual objectives as well as the main goal of the research/final paper.
- To present the empirical results in a discussion in the context of the theoretical basis and background. On this basis, to make a unique and original own scientific contribution that extends current scientific knowledge in a specific specific field/domain.
- To elaborate the theoretical part, objectives, methodology and results in the form of a scientific article that fulfils all the prerequisites necessary for publication in a high impact factor, international, peer-reviewed, peer-reviewed, peer-reviewed, peer-reviewed, peer-reviewed, peer-reviewed, peer-reviewed, peer-reviewed, peer-reviewed journal.
- Design an organized detailed publication plan in the categories of literature study, objectives, design, collection, analysis, and writing based on realistic estimates.

**Skill:**

- Navigate and work with scholarly article databases. Skill in search based on various techniques, criteria, databases
- Successfully master the process of identifying literature that is relevant to the problem at hand.
- Relationship between the methodology used and the possibilities of subsequent analysis and the outcome of the analysis. When research is needed and when we can rely on existing information.
- The process of identifying and correctly stating the problem. Determining the analysis, identifying variables, setting research objectives, questions and then hypotheses.
- In the procedures for testing hypotheses.
- Use a wide range of even difficult statistical tests to test hypotheses and achieve the stated objectives.
- In summarising their own results and interpreting them in the context of existing studies and theoretical frameworks.

**Indicative content:**

1. Dissertation as a scientific qualification thesis, its distinction from professional qualification theses (bachelor's thesis, diploma thesis).
2. Work with literature and systematic creation of the theoretical base necessary in the dissertation and in scientific articles.
3. Identification of a specific scientific research problem.
4. Principles of using and defining the constructs/concepts/definitions that form the abstract and theoretical framework of the selected problem and working with these constructs.
5. Exploratory research design and statistical methods used in this type of design I.
6. Exploratory research design and statistical methods used in this type of design II.
7. Descriptive research design I.
8. Exploratory research design.

**Support literature:**

1. FIELD, Andy. Discovering statistics using IBM SPSS statistics. Sage, 2013.
2. PERVEZ Ghauri - GRØNH AUG Kjell - STRANGE Roger. Research methods in business studies. Cambridge University Press, 2020.

3. EVANS, Jonathan. How to Be a Researcher: A strategic guide for academic success. Routledge: 2015 ISBN: 978-1138917316
4. BOWERMAN, Bruce. Business Statistics in Practice: Using Data, Modeling, and Analytics. McGraw-Hill Higher Education: 2016.
5. JOHNSON, Andrew - SUMPTER, John. How to be a Better Scientist. Routledge: 2018. ISBN: 978-1138731295
6. ROBERTS, Carol. - Hyatt Laura M. The dissertation journey: A practical and comprehensive guide to planning, writing, and defending your dissertation. Corwin Press. 3 vydanie: 2018. ISBN: 978-1506373317
7. MOORE, David et al. The practice of statistics for business and economics. WH Freeman: 2016.
8. ZIKMUND, William - CARR Jon - GRIFFIN Mitch. Business Research Methods. Cengage Learning, 2013.
9. SAUNDERS, Mark - LEWIS Philip - THORNHILL Adrian. Research Methods for Business Students (4th edn.) (2011).
10. GREENER, Sue. Business research methods. BookBoon, 2008.
11. THARENNOU, Phyllis - DONOHUE Ross - COOPER Brian. Management research methods. Cambridge University Press, 2007.
12. FIELD, Andy - HOLE Graham. How to design and report experiments. Sage, 2002.
13. ADAMS, John - HAFIZ TA Khan - RAESIDE Robert. Research methods for business and social science students. SAGE Publications India, 2014.

Scientific Papers:

1. ALBERS, Casper – LAKENS, Daniël. "When power analyses based on pilot data are biased: Inaccurate effect size estimators and follow-up bias." Journal of experimental social psychology 74, 2018, s. 187-195.
2. ALTMAN, Douglas G - BLAND J. Martin. "Statistics notes: the normal distribution." Bmj 310, no. 6975, 1995, s. 298.
3. BISHARA, Anthony J. – HITTNER, James B.. "Testing the significance of a correlation with nonnormal data: comparison of Pearson, Spearman, transformation, and resampling approaches." Psychological methods 17, no. 3, 2012, s 399.
4. BROWN, J. "Choosing the right number of components or factors in PCA and EFA." JALT Testing & Evaluation SIG Newsletter 13, no. 2, 2009.
5. BURMEISTER, Elizabeth, - AITKEN Leanne. "Sample size: How many is enough?." Australian Critical Care 25, no. 4, 2012, s. 271-274.
6. COHEN, Patricia - COHEN Jacob - AIKEN Leona S. - WEST Stephen G.. "The problem of units and the circumstance for POMP." Multivariate behavioral research 34, no. 3, 1999, s. 315-346.
7. COSTELLO, Anna B. - OSBORNE Jason. "Best practices in exploratory factor analysis: Four recommendations for getting the most from your analysis." Practical assessment, research, and evaluation 10, no. 1, 2005, s 7.
8. INTHOUT, Joanna - IOANNIDIS John - BORM George F.. "The Hartung-Knapp-Sidik-Jonkman method for random effects meta-analysis is straightforward and considerably outperforms the standard DerSimonian-Laird method." BMC medical research methodology 14, no. 1, 2014, s 1-12.
9. KOLDE, Raivo - LAUR Sven - ADLER Priit - VILO Jaak. "Robust rank aggregation for gene list integration and meta-analysis." Bioinformatics 28, no. 4, 2012, s. 573-580.
10. LENTH, Russell V. "Some practical guidelines for effective sample size determination." The American Statistician 55, no. 3, 2001, s. 187-193.
11. LIN, Shili. "Rank aggregation methods." Wiley Interdisciplinary Reviews: Computational Statistics 2, no. 5, 2010, s. 555-570.

12. LUMLEY, Thomas - DIEHR, Paula - EMERSON Scott - CHEN Lu. "The importance of the normality assumption in large public health data sets." *Annual review of public health* 23, no. 1, 2002, s. 151-169.
13. MACCALLUM, Robert C. - WIDAMAN Keith F - ZHANG Shaobo - HONG Sehee. "Sample size in factor analysis." *Psychological methods* 4, no. 1 (1999): 84.
14. MOELLER, Julia. "A word on standardization in longitudinal studies: don't." *Frontiers in psychology* 6, 2015, s. 1389.
15. MORDKOFF, J. Toby. "The assumption (s) of normality." Dostupno na: [goo. gl/g7MCwK](http://goo.gl/g7MCwK) (Pristupljeno 27.05. 2017.), 2016.
16. OSBORNE, Jason W. "What is rotating in exploratory factor analysis?." *Practical Assessment, Research, and Evaluation* 20, no. 1, 2015, s 2.
17. QURESHI, M. E. - HARRISON Steve R. - WEGENER M. K.. "Validation of multicriteria analysis models." *Agricultural Systems* 62, no. 2, 1999, s. 105-116.
18. SCHMITT, Thomas A. - SASS and Daniel. "Rotation criteria and hypothesis testing for exploratory factor analysis: Implications for factor pattern loadings and interfactor correlations." *Educational and Psychological Measurement* 71, no. 1, 2011, s. 95-113.
19. SEIDE, Svenja E. - RÖVER Christian - FRIEDE Tim. "Likelihood-based random-effects meta-analysis with few studies: empirical and simulation studies." *BMC medical research methodology* 19, no. 1, 2019, s. 1-14.
20. NG, Marie - LIN Jingjing. "Testing for mediation effects under non-normality and heteroscedasticity: a comparison of classic and modern methods." *International Journal of Quantitative Research in Education* 3, no. 1-2, 2016, s. 24-40.
21. SUGASAWA, Shonosuke -NOMA Hisashi. "A unified method for improved inference in random effects meta-analysis." *Biostatistics* 22, no. 1, 2021, s. 114-130.
22. XIA, Yan - YANG Yanyun. "RMSEA, CFI, and TLI in structural equation modeling with ordered categorical data: The story they tell depends on the estimation methods." *Behavior research methods* 51, no. 1, 2019, s. 409-428.

### **Syllabus:**

1. Dissertation as a scientific qualification thesis, its distinction from professional qualification theses (bachelor's thesis, diploma thesis). Scientific research at doctoral studies. The importance and status of scientific publishing in the process of doctoral studies and in scientific research. Dissertation project as a scientific project and characteristics of scientific research projects. The overall process of scientific research and its 11 individual steps. Time, cost and labour requirements in scientific research.
2. Working with the literature and the systematic development of the theoretical base necessary in a dissertation and in scientific articles. The process of building and composing a scientific argument. A system for establishing the theoretical literature base necessary to generate one's own unique scholarly contribution in a given area of research. Scientific databases such as Scopus, Science direct, Web of science and others (Elsevier, Sage, etc.). Registration options, working environment, advanced search system, settings and customization. Google Scholar public database and working with it.
3. Identifying a specific scientific research problem, which can be framed as: a) a problem for which scientific research is absent or insufficient b) a problem for which different groups of researchers come to different conclusions. Anchoring the problem as a unifying research theme that links theory, objectives, methods, discussion to results and conclusions. Making the argument.
4. Principles of using and defining the constructs/concepts/definitions that form the abstract and theoretical framework of the selected problem and working with these constructs. The process of establishing expected relationships between constructs as a starting point for setting research objectives and methodology. The process of transforming theoretical constructs/concepts/

definitions into the form of concrete practical measurement tools (questionnaires, inventories, tasks, stimulus materials, formulas, equations, etc.) designed to measure these constructs. The benefits and limitations of different measurement tools for one particular construct in terms of time, cost, and practicality. Formation of realistic and achievable goals, based on theoretical literature review, determination of relationships between constructs/concepts, selection of appropriate measurement tools.

5. Exploratory research design and statistical methods used in this type of design I. Expand knowledge and skills in descriptive statistics (measures of central tendency, location, and variability), graphical display of data (histograms, box plots (bar plots)), methods and tests used to measure the distribution of data and to measure homoskedasticity. Identification of latent (hidden) variables using exploratory factor analysis. Comparison of exploratory factor analysis methods versus principal components analysis. Conditions of application and limitations of these methods.

6. Exploratory research design and statistical methods used in this type of design II Frequency analysis, contingency tables, chi-square test. Cluster/cluster analysis. Hierarchical and non-hierarchical clustering methods.

7. Descriptive research design I: Examination of relationships between variables by type of variable: nominal (Cramer's V, Phi, ), ordinal/cardinal (Gamma, Kendall's tau B, Mantel-Haenszel test, / Pearson's r ). Statistical methods used to measure relationships for nominal, ordinal and cardinal variables. Descriptive research design II: Comparison of 2 independent groups. Parametric (Student's t -test, Welch's test) and non-parametric methods of comparing groups. Mann - Whitney test, Wilcoxon test Comparison of three or more independent groups. Parametric (ANOVA) and non-parametric methods of comparing groups. Kruskal Wallis test. Descriptive research design III: Validation of latent variables. Confirmatory factor analysis

8. Explanatory research design. Exploring the influence of one/multiple variables on another variable, identifying predictors/determinants and relationships between them. Regression models and moderation, mediation and mixed models. Exploring the influence of one/multiple variables on another variable, identifying predictors/determinants and the relationships between them. Structural models.

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 4

A	B	C	D	E	FX
75.0	0.0	25.0	0.0	0.0	0.0

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

**Date of the latest change:** 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková,  
PhD.



## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPF FPM/MME21041/21	<b>Title of course:</b> Theory and applications of microeconomics in enterprises (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture <b>Recommended load of course ( number of lessons ):</b> <b>Per week: Per course:</b> 16s <b>Method of study:</b> distance, present	
<b>Number of credits:</b> 10	
<b>Recommended semester/trimester of study:</b> 1.	
<b>Degree of study:</b> III.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10 % continuous performance of assigned tasks, 30 % continuous written work (scientific essay), 60 % oral examination	
<b>Student workload:</b> participation in consultations 16 h, preparation for consultations 32 h, processing of continuous assignments 16 h, processing of scientific state 90 h, preparation for the exam 106 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• The graduate of this course will gain knowledge of the use of the model approach and mathematical methods in microeconomic theory and the possibilities of their application as an effective tool in solving problems of microeconomic analysis.</li> <li>• Knowledge of practical techniques, tools, processes by which analytical economic thinking can be developed more deeply based on a quantitative theoretical approach and the solution of practical microeconomic problems.</li> </ul> <b>Competence:</b> by completing the course, the student will acquire the following competencies: <ul style="list-style-type: none"> <li>• The student will be able to critically evaluate and analyze problems of business and economic practice using appropriate microeconomic analysis techniques.</li> <li>• The student will be able to apply a wide range of techniques and interpret research results appropriately for practice decision making.</li> <li>• Based on the results of the analysis, the student will be competent to propose available solutions for their implementation in different areas of economic practice.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• The graduate will be able to implement, apply methods of microeconomic analysis, construct multivariate economic models and draw appropriate conclusions from the applied procedures and techniques.</li> <li>• The graduate has knowledge of the behaviour of market structures, in the market of perfect and imperfect competition and also in the conditions of state regulation.</li> <li>• The graduate is able to navigate in the tools of microeconomic analysis, and their application in solving a specific economic problem.</li> </ul>	
<b>Indicative content:</b>	

- Preferences and consumer choice, classical demand theory, consumer behaviour under uncertainty.
2. Game theory - static games with complete information, dynamic games with complete information, static games with incomplete information, dynamic games with incomplete information.
  3. Market equilibrium, market failure, externalities and public goods.
  4. Market power - monopoly, oligopoly models, monopolistic competition.
  5. Uncertainty and risk. Lotteries, expected utility. Global and relative risk aversion.
  6. Welfare theory, Pareto efficiency, welfare maximization.
  7. General equilibrium theory.

**Support literature:**

1. BROWING, E. K., ZUPAN, M.A. Microeconomics theory. A. W. Longman, New York 1999.
2. FRANK, R. H. Microeconomics and Behavior, New York, McGraw-Hill 1999.
3. JEHLE, G.A., RENY, P.J., 2011. Advanced Microeconomic Theory, 3rd Edition, New Jersey, Prentice Hall, ISBN 9780273731917.
4. KREPS. D.M. Microeconomics for managers. Princeton University Press, 2019. ISBN 9780691182698.
5. MAS-COLELL, A., WHINSTON, M.D., GREEN, J.R., 1995. Microeconomic Theory, New York, Oxford University Press, ISBN 9780195073409.
6. NICHOLSON.W., SNYDER, CH., 2011. Microeconomic Theory, 11th Edition, Hampshire, Cengage Learning, . ISBN 9781111222901.
7. VARIAN, H.R., 1992. Microeconomic Analysis, 3rd Edition, New York, W. W. Norton a Company, ISBN 0-393-95735-7.

Web of Science:

1. The features of banking competition modelling - <https://www-1webofscience-1com-110bsvka60ba0.hanproxy.cvtisr.sk/wos/woscc/full-record/WOS:000420890400025>
2. Risk, uncertainty, and leverage - <https://www-1webofscience-1com-110bsvka60ba0.hanproxy.cvtisr.sk/wos/woscc/full-record/WOS:000556551300021>
3. How does Aggregate Tax Policy Uncertainty Affect Default Risk? - <https://www-1webofscience-1com-110bsvka60ba0.hanproxy.cvtisr.sk/wos/woscc/full-record/WOS:000602153000001>
4. Competitive equilibrium with incomplete financial markets - <https://www-1webofscience-1com-110bsvka60ba0.hanproxy.cvtisr.sk/wos/woscc/full-record/WOS:000240565200003>
5. Equilibrium in quality markets, beyond the transferable case- <https://www-1webofscience-1com-110bsvka60ba0.hanproxy.cvtisr.sk/wos/woscc/full-record/WOS:000463816200004>
6. What you get is not what you paid for: New evidence from a lab experiment on negative externalities and information asymmetries- <https://www-1webofscience-1com-110bsvka60ba0.hanproxy.cvtisr.sk/wos/woscc/full-record/WOS:000668593800002>
7. Internal market failure: A framework for diagnosing firm inefficiency- <https://www-1webofscience-1com-110bsvka60ba0.hanproxy.cvtisr.sk/wos/woscc/full-record/WOS:000182267500008>
8. Agent-Principal Problem in Financial Distribution- <https://www-1webofscience-1com-110bsvka60ba0.hanproxy.cvtisr.sk/wos/woscc/full-record/WOS:000443842200005>

9. Service Delivery Under Pressure: The Effect of Donor-Imposed Financial Restrictions-  
<https://www-1webofscience-1com-110bsvka60ba0.hanproxy.cvtisr.sk/wos/woscc/full-record/WOS:000664320500001>

10. Authority, risk, and performance incentives: Evidence from division manager positions inside firms- <https://www-1webofscience-1com-110bsvka60ba0.hanproxy.cvtisr.sk/wos/woscc/full-record/WOS:000246107800007>

**Syllabus:**

1. Preferences and consumer choice, classical demand theory, consumer behaviour under uncertainty. Relational preferences, choice rules, consumer set, budget set, different approaches to consumer decision making.
2. Game theory - static games with complete information, dynamic games with complete information, static games with incomplete information, dynamic games with incomplete information. Payment matrix. Nash equilibrium.
3. Market equilibrium, market failure, externalities and public goods countable general economic equilibrium, Cobb-Douglas functions of functions with constant elasticity of substitution, linear expenditure system, functions of constant elasticity ratios.
4. Market power - monopoly, oligopoly models, monopolistic competition. Price formation by mark-up. Inefficiency of monopoly. Optimal patent term. Price discrimination. Calculation of optimal price discrimination.
5. Uncertainty. Conditional consumption. Utility and probability functions. Expected utility. Risk aversion. Diversification. Distribution of risk. Expected utility as a reasonable assumption.
6. Welfare economics theorems, Edgeworth diagram Pareto efficiency, welfare maximization, market failures and validity of welfare theorems, externalities and allocative efficiency.
7. General equilibrium theory, general equilibrium conditions. Walras law, marginal utility theory, stability of equilibrium, solvability of Walras system of equations production equation solvability of equations of change.

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

English

**Notes:**

They also lecture in English: prof. Marek Szajt (Czestochowa university,PL); prof. Judit Olah (University of Debrecen, HU)

**Assessment of courses**

Total number of evaluated students: 3

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

**Lecturer:** doc. RNDr. Zuzana Hajduová, PhD., MSc., doc. Ing. Nora Grisáková, PhD., Ing. Jakub Kintler, 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. RNDr. Zuzana Hajduová, PhD., MSc., Chairman of study board Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, 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. Mgr. Róbert Hanák, PhD., Guarantor prof. Ing. Eleonora Fendeková,  
PhD.