

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21038/21	Title of course: Change Management (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study: 4.	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21032/21-Strategic management (in English)	
Requirements to complete the course: 10% teaching activity, 30% seminar work, 60% written exam	
Student workload: 78 h (participation in lectures 26 h, elaboration of seminar work 26 h, preparation for the exam 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • acquire knowledge of the causes and meaning of change management, • acquire knowledge of theories and concepts of change management, • acquire knowledge of methods of overcoming resistance to change, forming a positive attitude towards change and leading the process of change, • acquire knowledge of change management tools, • acquire knowledge about the properties, course and acceptance of critical and transitive changes. Competence: <ul style="list-style-type: none"> • identify and distinguish changes in their number, depth and breadth, and determine their impact on the company's internal processes and its position in the external environment accordingly, • think creatively and critically about the meaning of the changes that affect the company and the choice of an appropriate attitude to these changes, • orientate oneself in a complex and dynamic business environment, respond appropriately to the flow of changes of different predictability and decide between acceptance, correction, innovation, waiting and partial or complete rejection of changes. Skill: <ul style="list-style-type: none"> • acquire tools for early identification of external and internal causes of change, • acquire tools to overcome resistance to change and tools to adapt the business to change, • acquire tools to identify the motives for the participants in the change process, • learn basic skills how to adapt to changes and use them for the benefit of the company, • learn basic skills how to stimulate, implement and use change for the benefit of the company. 	
Indicative content: Thematic definition of lectures: 1. Typology of changes.	

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

Support literature:

Basic literature:

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

Supplementary literature:

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

Syllabus:

Thematic definition of lectures:

1. Typology of changes.

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

Case study: Where my cheese went.

Assignment of seminar work.

2. Causes of changes.

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

Case Study: Adaptation to Digital Photography in Kodak.

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

3. Processes of planned change.

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

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

4. Processes of unplanned change.

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

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

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

5. Adaptation to change.

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

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

6. Creating a positive attitude to change.

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

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

7. Leading people in the process of change.

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

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

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

8. Selected tools of change management.

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

Case study: Revitalization of the UK retail network ASDA.

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

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

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

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

Case study: The crisis in Obuvex.

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

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

Case Study: Acquisition of Daimler - Chrysler.

13. Presentation of seminar papers

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 14

A	B	C	D	E	FX
57.14	42.86	0.0	0.0	0.0	0.0

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

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

Skill:

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

Indicative content:

Thematic definition of lectures:

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

Thematic definition of exercises:

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

Support literature:

Basic literature:

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

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

Supplementary literature:

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

Syllabus:

Thematic definition of lectures:

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

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

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

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

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

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

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

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

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

Thematic definition of exercises:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 25

A	B	C	D	E	FX
20.0	36.0	32.0	4.0	8.0	0.0

Lecturer: doc. Ing. Juraj Mišún, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21039/21	Title of course: Entrepreneurship (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study: 4.	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21032/21-Strategic management (in English)	
Requirements to complete the course: 10 % exercise activity, 30 % seminar work, 60 % written exam	
Student workload: 78 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars and elaboration of seminar work 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • the course provides summary knowledge about the entrepreneurial process from the nascence of the idea to the sale of the finished product, • the key knowledge is the transformation of the business idea into a minimally viable product and business model that will enable sustainable and growing business making, • the entrepreneurship is presented as a profession of its kind, which is a combination of entrepreneurial talent, personality traits, professional training and proven practices. Competence: <ul style="list-style-type: none"> • to acquire the meaning, mission and conditions of a viable and socially useful and responsible business making, • to find an unsatisfied need, to create and develop a business idea, to transform an unsatisfied demand into an attractive offer formed by a minimally viable product, • to build a business model for the implementation of a business, • persuade investors to provide financial resources for the implementation of the idea and the growth of the company, • enter the market, gain access to distribution and establish a company in the market. Skill: <ul style="list-style-type: none"> • entrepreneurial thinking that can identify unmet needs and gaps in the market or create completely new needs, • entrepreneurial thinking that perceives business opportunities in an international to global dimension, • combine and synthesize the results of personal and team intuition and analysis into a business idea, • coordinate team work, solve opinion, interest and professional confrontations on the topic of idea development, survival and company growth, 	

- convincing and argumentative presentation of the business idea in front of the investor,
- - setting up own company or applying the entrepreneurial style of managerial work in an established company.

Indicative content:

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

Exercises Tasks:

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

Support literature:

Basic literature:

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

Supplementary literature:

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

Syllabus:

1. Entrepreneurship and entrepreneur.

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

2. Business opportunity and business idea

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

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

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

4. Evaluation of business idea II: Feasibility analysis

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

5. Minimally viable product and market testing

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

6. Compilation and visualization of business model.

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

7. Real application of business model.

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

8. Types of financial resources.

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

9. Procurement of financial resources.

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

10. Developing partnerships to support new business.

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

11. Market entry.

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

12. Realization of distribution.

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

13. Legal aspects of business making.

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

Exercises Tasks:

1. Assignment of seminar work - business project.

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

2. Formulation of a business idea.

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

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

Application of the customer profile method versus value map method.

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

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

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

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

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

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

7. Confrontation of business model with standardized business models.

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

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

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

9. Negotiations with providers of financial resources.

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

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

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

11. Promotion, market entry and product sales.

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

12. Choice and development of distribution network.

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

13. Presentation of a business project.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 44

A	B	C	D	E	FX
56.82	40.91	0.0	0.0	0.0	2.27

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

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava									
Faculty: Faculty of Business Management									
Course code: KM FPM/ MMB21503/22		Title of course: Final Thesis and its Defence (in English)							
Type, load and method of teaching activities: Form of course: Recommended load of course (number of lessons): Per week: Per course: Method of study: present									
Number of credits: 10									
Recommended semester/trimester of study:									
Degree of study: II.									
Prerequisites:									
Requirements to complete the course:									
Student workload:									
Teaching results:									
Indicative content:									
Support literature:									
Syllabus:									
Language whose command is required to complete the course:									
Notes:									
Assessment of courses Total number of evaluated students: 5									
A	B	C	D	E	FX	NO	NOd	O	Od
60.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lecturer:									
Date of the latest change: 15.08.2022									
Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.									

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21049/21	Title of course: Final Work Seminar 1 (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 2	
Recommended semester/trimester of study: 3.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: Independent work, written project final work, credit	
Student workload: 52 hours; Participation in seminars 26 hours; Processing of sub-tasks commissioned by the head of the final work 26 hours	
Teaching results: Graduate of the course Seminar for the final thesis 1 will be able to: <ul style="list-style-type: none">• on the basis of publicly available information sources, carry out – gathering, sorting and analysing, interpreting and commenting on basic theoretical knowledge necessary for the processing of searches into the thesis;• create, content, research work, capturing essential information on the problem addressed (defined in the final paper), comparing current scientific and professional knowledge;• formally draw up the text in accordance with the final work processing standards for the qualification level 2 of the study;• identify a research problem and formulate a research issue;• methodologically, by defining the main and sub-targets, to define a sequence of solutions to a given problem.	
Indicative content: <ol style="list-style-type: none">1. Identification, collection and sorting of available information sources – professional literature, Internet resources, research studies, qualification work of similar focus.2. Summarisation of knowledge, selection of supporting arguments, deriving further analytical steps.3. Elaboration of the content structure (chapter breakdown) of the thesis.4. Formulation of the research issue/research problem.5. Deriving the main and sub-targets of the diploma thesis.6. Preparation of starting points of the diploma thesis methodology.	
Support literature: <ol style="list-style-type: none">1. Internal Directive on final, rigorous and habilitative works, including all annexes.(https://euba.sk/student/zaverecne-prace).	

2. Guideline to the dean on the processing and submission of the final work(<https://fpm.euba.sk/verejnost/aktuality-novinky>).
3. List of literature used (created in cooperation with the Labour Manager).

Syllabus:

1. Identification, collection and sorting of available information sources – professional literature, Internet resources, research studies, qualification work of similar focus.
2. Summarisation of knowledge, selection of supporting arguments, deriving further analytical steps.
3. Elaboration of the content structure (chapter breakdown) of the thesis.
4. Formulation of the research issue/research problem.
5. Deriving the main and sub-targets of the diploma thesis.
6. Preparation of starting points of the diploma thesis methodology.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 11

NZ	Z
9.09	90.91

Lecturer: Ing. Brigita Boorová, PhD., doc. Ing. Mgr. Róbert Hanák, PhD.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21050/21	Title of course: Final Work Seminar 2 (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 2	
Recommended semester/trimester of study: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: Independent work, written project final work, credit	
Student workload: 52 hours; participation in seminars 26 hours; processing of sub-tasks commissioned by the head of the final work 26 hours.	
Teaching results: Graduate of the course Seminar for the final thesis 2 will be able to: <ul style="list-style-type: none">• develop the methodological procedure for processing the analytical part of the thesis – identification of methods, processing of workflows;• summarise the background information to the investigative object;• carry out research work aimed at finding a solution to a defined problem;• confront knowledge from research with the results of research work and discuss the results achieved;• formulate recommendations as a result of own research work.	
Indicative content: <ol style="list-style-type: none">1. Re-creation of the main objective and completion of sub-targets of the project final work.2. Characteristics of the subject of the investigation and definition of the workflow.3. Summary of basic methods of scientific work and identification of their use in specific parts of the project final work.4. Processing of the analytical part of the work and deriving critical results.5. Discussion of knowledge and results of work in order to derive recommendations.6. A summary of the substantive conclusions of the final work project and demonstrating the achievement of the stated objectives.	
Support literature: <ol style="list-style-type: none">1. Internal Directive on final, rigorous and habilitative works, including all annexes.(https://euba.sk/student/zaverecne-prace).2. Guideline to the dean on the processing and submission of the final work(https://fpm.euba.sk/verejnost/aktuality-novinky).3. List of literature used (updated in cooperation with the work manager).	

Syllabus:

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

Language whose command is required to complete the course:

English

Notes:**Assessment of courses**

Total number of evaluated students: 6

NZ	Z
0.0	100.0

Lecturer: Ing. Brigita Boorová, PhD., doc. Ing. Mgr. Róbert Hanák, PhD.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

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

Skill:

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

Indicative content:

Thematic definition of lectures:

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

Thematic definition of exercises:

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

Support literature:

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

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

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

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

Syllabus:

Thematic definition of lectures:

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

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

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

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

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

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

Thematic definition of exercises:

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

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

3. Consultation on quantification of the expected reality of the current year as a basis for the development of short- and long-term financial plans of selected enterprises. Checking the reality of calculations. Analysis of individual financial areas of the enterprise. Brief outlook and intentions for the future. Assignment of tasks for the preparation of the next part of the seminar work.

4. Checking the proposed general and specific objectives for the development of the financial plan resulting from the mission and strategic objectives of the enterprise and based on the results of the financial and non-financial analysis. Assessment of the objectives for the long-term and

short-term financial plan and the ways of their implementation, taking into account the nature and problems of the selected enterprise. Elimination of duplicate and mutually exclusive objectives. Assignment of tasks for the preparation of the next part of the seminar work.

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

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

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

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

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

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

11. Checking the draft annual financial balance plan drawn up, taking into account the principles of the balance sheet rules, checking that the objectives set have been incorporated. Implementation of the procedure for drawing up the annual plan for stocks, receivables and payables. Planning net working capital and liquidity. Procedure for developing net direct and

modified direct and indirect (balance sheet) methods of planning cash flow, operating, investing and financing activities. Checking that the financial balance sheet and cash flow plan are linked.

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

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 21

A	B	C	D	E	FX
33.33	28.57	23.81	9.52	0.0	4.76

Lecturer: Ing. Miroslav Kmet'ko, PhD., doc. Ing. Eduard Hyránek, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

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

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

Indicative content:

Thematic definition of lectures:

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

Thematic definition of exercises:

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

Support literature:

Basic literature:

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

Supplementary literature:

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

Syllabus:

Thematic definition of lectures:

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

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

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

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

Thematic definition of exercises:

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

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

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

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

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

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

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

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

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

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

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

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

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 57

A	B	C	D	E	FX
36.84	15.79	14.04	8.77	12.28	12.28

Lecturer: Ing. Miroslav Kmeťko, PhD., Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, doc. Ing. Miloš Bikár, PhD., doc. RNDr. Zuzana Hajduová, PhD., MSc.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava							
Faculty: Faculty of Business Management							
Course code: KM FPM/ MMB21502/22		Title of course: General Management (in English)					
Type, load and method of teaching activities: Form of course: Recommended load of course (number of lessons): Per week: Per course: Method of study: present							
Number of credits: 10							
Recommended semester/trimester of study:							
Degree of study: II.							
Prerequisites:							
Requirements to complete the course:							
Student workload:							
Teaching results:							
Indicative content:							
Support literature:							
Syllabus:							
Language whose command is required to complete the course:							
Notes:							
Assessment of courses Total number of evaluated students: 5							
A	B	C	D	E	FX	npr	pr
80.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0
Lecturer:							
Date of the latest change: 15.08.2022							
Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.							

DESCRIPTION OF COURSE

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

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

Indicative content:

Thematic definition of lectures:

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

Thematic definition of exercises:

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

Support literature:

Basic literature:

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

Supplementary literature:

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

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

Syllabus:

Thematic definition of lectures:

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

Thematic definition of exercises:

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 124

A	B	C	D	E	FX
42.74	14.52	21.77	15.32	3.23	2.42
Lecturer: doc. Ing. Vladimír Bolek, PhD., doc. Ing. Mgr. Róbert Hanák, PhD., doc. Ing. Anita Romanová, PhD.					
Date of the latest change: 08.02.2022					
Approved by: Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Guarantor prof. Ing. Štefan Slávik, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD.					

DESCRIPTION OF COURSE

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

Skill:

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

Indicative content:

Thematic definition of lectures:

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

Thematic definition of exercises:

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

Support literature:

Basic literature:

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

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

Syllabus:

Thematic definition of lectures:

Week 1:

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

Week 2:

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

Week 3:

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

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

Week 4:

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

Week 5:

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

Week 6:

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

Week 7:

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

Week 8:

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

Week 9:

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

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

Week 10:

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

Week 11:

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

Week 12:

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

Week 13:

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

Thematic definition of exercises:

1 week:

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

Week 2:

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

Week 3

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

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

Week 4

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

Week 5

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

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

Week 6

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

Week 7:

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

Week 8:

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

Week 9:

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

Week 10:

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

Week 11:

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

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

Week 12:

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

Week 13:

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 41

A	B	C	D	E	FX
63.41	29.27	7.32	0.0	0.0	0.0

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

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

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

Thematic definition of seminars:

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

Support literature:

Basic literature:

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

Supplementary literature:

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

Syllabus:

Thematic definition of lectures:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Thematic definition of seminars:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 50

A	B	C	D	E	FX
38.0	50.0	6.0	2.0	0.0	4.0

Lecturer: Ing. Katarína Procházková, PhD.

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

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

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

Indicative content:

Thematic definition of lectures:

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

Thematic definition of seminars:

1. Leadership introduction
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8. Team Leadership
9. Leadership and emotional intelligence
10. Leadership and culture
11. Women and men in leadership
12. Ethical Theories of Leadership
13. Leadership in extremis

Support literature:

Basic literature:

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

Supplementary literature:

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

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

Syllabus:

Thematic definition of lectures:

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

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

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

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

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

Thematic definition of seminars:

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

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

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

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

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

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

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

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

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

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

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

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

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 40

A	B	C	D	E	FX
35.0	40.0	17.5	2.5	2.5	2.5

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KMVaL FPM/ MMD21013/21	Title of course: Logistics (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study: 2.	
Degree of study: II., N	
Prerequisites: KMVaL FPM/MMD21012/21-Production Management (in English)	
Requirements to complete the course: 30 % continuous written work, 70 % written exam	
Student workload: 156 h (attendance at lessons 26 h, attendance at seminars 26 h, preparation for seminars and written test 26 h, preparation of semester project and presentation 26 h, preparation for exam 52 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of logistics and its processes through the definition of the essence of logistics, procurement in the enterprise, the relationship between logistics and production management, material management, material disposition in the enterprise, warehouse management in the enterprise, transport, and the possibilities of its optimization of corporate logistics, the theory of inventory sorting, the logistics information system, distribution logistics, methodological model and information approaches, organizational aspects of the logistics system in the enterprise, corporate supply chain management, sustainable development and environmentally oriented logistics, economic aspects of corporate logistics. Competence: <ul style="list-style-type: none"> • effectively use essential information about logistics with a focus on corporate logistics, its basic features, objectives, boundaries of its individual areas, strategic and conceptual management of the logistics system, • critically evaluate the processes and specificities of corporate logistics, • characterize the essence and evaluate the use of material management with impact on the value processes of the enterprise, • propose solutions and defend conclusions or recommendations to increase the efficiency of corporate logistics activities. Skill: <ul style="list-style-type: none"> • interpret the specifics of logistics processes of business entities, critically evaluate the possibilities of selecting methods and tools for their optimization, • perform basic corporate analyses in the field of logistics procurement, production, warehouse, distribution, logistics costs, • perform basic corporate analyses in the field of logistics activities, 	

- perform basic corporate analysis in the field of logistics information systems.

Indicative content:

Thematic definition of lectures:

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

Thematic definition of exercises:

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

Support literature:

Basic literature:

1. LAMBERT, Douglas et al. Fundamentals of Logistics Management. First European Edition. New York : McGraw-Hill, 2006. 512 pp. ISBN 0077108949.
2. BAUDIN, Michel. Lean Logistics. The Nuts and Bolts of Delivering Materials and Goods. London : Taylor & Francis Books, 2005. 400 pp. ISBN 9781563272967.
3. CHRISTOPHER, Martin. Logistics & Supply Chain Management. 5th edition. Harlow : Pearson Education Limited, 2016. 495 pp. ISBN 978-1-292-08379-7.
4. RICHNÁK, Patrik – PORUBANOVÁ, Klaudia. Modern Trends in Business Logistics: Corporate Logistics in the 21st Century. Praha : Wolters Kluwer, 2018. 133 s. ISBN 978-80-7598-183-7.
5. RICHNÁK, Patrik – PORUBANOVÁ, Klaudia. Innovations in Logistics: Digitalization Challenges in Logistics. Praha : Wolters Kluwer ČR, 2019, 144 s. ISBN 978-80-7598-627-6.

Supplement literature:

1. MANGAN, John – LALWANI, Chandra – BUTCHER, Tim. Global Logistics and Supply Chain Management. Chippenham, Wiltshire : Antony Rowe Ltd, 2008. 372 pp. ISBN 978-0-470-06634-8.
2. RUDD, Jerry. A Practical Guide to Logistics: An Introduction to Transport, Warehousing, Trade and Distribution. London : Kogan Page, 2019. 384 pp. ISBN 978-0749498818.

3. MYERSON, Paul. Lean Supply Chain and Logistics Management. Ebook USA : The McGraw-Hill Companies, 2012. 334 pp. ISBN 978-0071766265.
4. MYERSON, Paul. Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design. Old Tappan : Pearson Education, Inc. 2015. 353 p. ISBN 978-0-13-399334-9.
5. RICHARDS, Gwynne – GRINSTED, Susan. The Logistics and Supply Chain Toolkit. 2nd edition. London : Kogan Page, 2016. 400 p. ISBN 9780749475574.
6. BOWERSOX, Donald, J. Supply Chain Logistics Management. New York : McGraw-Hill, 2012. 544 pp. ISBN 9780071326216.
7. VAN WEELE, Arjan J. Purchasing and Supply Chain Management. London : Cengage Learning EMEA, 2014. 250 p. ISBN 9781408088463.

Syllabus:

Thematic definition of lectures:

1. Essence, content and aims of logistics Definition and development of logistics, logistics management, aims of logistics. Boundaries of individual areas of corporate logistics. Strategies and conceptual management of the enterprise logistics system. Current tasks, trends and directions in corporate logistics.
2. Purchasing and inventory logistics The role of purchasing and inventories in the enterprise - procurement logistics in the enterprise, choice of strategy in procurement logistics, research, planning in procurement logistics, supplier selection in procurement logistics, supplier relationship management.
3. Production logistics in the enterprise Relationship between logistics and production management, functions, structure and content of production planning and management, operational production management and logistics in the enterprise, newer logistics concepts in production management.
4. Logistics and materials management in the enterprise The roles of logistics and materials management in the enterprise, traditionally oriented materials management in the enterprise, its definition and objectives, institutional boundaries of material management in the enterprise, material disposition in the enterprise.
5. Logistics in warehouse management in the enterprise Essential, types and organization of warehouse management in the enterprise, control, technical and operational systems in warehousing, warehouse management, the productivity of warehouse operations, tendencies of warehouse logistics in the enterprise.
6. Transport in corporate logistics Objectives of transport in corporate logistics, transport management in the enterprise, intra-enterprise transport systems, trends in transport logistics, possibilities of optimizing transport in corporate logistics.
7. Logistics and inventory management theory The link between logistics and the basic concepts of inventory management in the enterprise, the principles of inventory management, the costs associated with inventory, the symptoms of poor inventory management, process optimization and inventory management.
8. Logistics information system in the enterprise Building the logistics information system in the enterprise, the breakdown of the logistics information system in the enterprise, the content of the information system in the basic areas of corporate logistics, modularity of logistics information system in the enterprise.
9. Corporate distribution logistics Roles and functions of distribution logistics in the enterprise, distribution management, structure and variants of distribution chains, implementation of an integrated distribution chain of the enterprise.
10. Methodological modeling and information approaches to support logistics in the enterprise General methodological apparatus in corporate logistics, methodological apparatus in

procurement logistics, methodological support for production, methodological apparatus in warehouse logistics, methodological support for distribution.

11. Organizational aspects of the corporate's logistics system Organizational support of logistics management in the enterprise, criteria and functional scope of the logistics organization, line-staff organization, divisional organizational arrangement, matrix structure and other organizational arrangement options.

12. Corporate supply chain management Essence, tasks and objectives of supply chain integration, synergistic aspects of corporate logistics and supply chain integration, logistics and supply chain management, trends in the development of integrated supply chain in the enterprise.

13. Sustainable development and environmentally oriented logistics in the enterprise Sustainable logistics development, environmentally oriented logistics in the enterprise, logistics and environment in contemporary enterprise development, green and reverse logistics in sustainable development strategy.

Thematic definition of exercises:

1. The essence of logistics at home and abroad Concepts and essence of logistics and its definition on the basis of case studies. The importance and necessity of enterprise logistics in practice, the strategic advantage of applying optimal logistical activities in the enterprise.

Identification and definition of project parts and, on the basis of these steps, the elaboration of practical projects on specified logistics topics.

2. Material disposition of the enterprise Determination of the material needs of the enterprise by selected methods using examples from the basic logistics topics related to the material disposition of the enterprise. Deterministic forecasting of material requirements. Optimization and sizing of supplies.

3. Material ordering Several methods are used to determine optimal order volumes. We will present selected methods using examples from the basic logistics topics related to material ordering. Through dynamic optimization, by comparing a combination of procurement costs for certain future periods (ex-ante), select the most suitable, optimal variant of a material order in the enterprise.

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

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

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

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

8. Transport in logistics Characteristics of transport in logistics and definition of its basic differences of use. Concrete and practical use of individual modes of transport on the basis of

domestic and foreign case studies. Trends in transport logistics in the context of Industry 4.0. Externalities of freight transport and its reduction possibilities.

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

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

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

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

13. Summary and synthesis of acquired knowledge from logistics Synthesis and summarization of the results of the solved projects on selected logistics topics. Definition of basic attributes, factors influencing logistics in the enterprise. Definition and determination of the basic benefits in the optimization of logistics processes in the enterprise.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 151

A	B	C	D	E	FX
40.4	24.5	23.84	6.62	1.99	2.65

Lecturer: doc. Ing. Klaudia Gubová, PhD.

Date of the latest change: 21.02.2022

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

DESCRIPTION OF COURSE

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

Skill:

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

Indicative content:

Thematic definition of lectures:

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

Thematic definition of exercises:

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

Support literature:

Basic literature:

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

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

Supplement literature:

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

Syllabus:

Tematické vymedzenie prednášok:

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

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

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

Tematické vymedzenie cvičení:

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

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

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

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

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

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

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

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

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

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

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

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

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 42

A	B	C	D	E	FX
52.38	19.05	21.43	0.0	0.0	7.14

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

Date of the latest change: 02.02.2022

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

DESCRIPTION OF COURSE

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

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

Indicative content:

Thematic definition of exercises:

1. Test round 1:

Set up of company accounts, introduction of management simulation and description of basic decisions in the context of business results. Description of the quarterly report outputs.

Prerequisites. Assignment of students to managerial roles - marketing, production, and logistics, personnel management

2. Test round 2:

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

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

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

Quarterly simulation, report generation and analysis.

3. Game round 1:

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

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

Simulation: own decisions:

U1: recalculation of the staff need,

U2: the impact of social spending on turnover,

U3: recalculation of production volume.

Quarterly simulation, report generation and analysis.

4. Game round 2:

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

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

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

Simulation: own decisions

Quarterly simulation, report generation and analysis.

5. Game round 3:

Theory: Revenue management - approaches to cost management.

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

Price elasticity of demand, recalculation using data from Reports.

Simulation: own decisions

Quarterly simulation, report generation and analysis.

6. Game round 4:

Theory: Revenue management - approaches to cost management.

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

Simulation: own decisions

Quarterly simulation, report generation and analysis.

7. Game round 5:

Theory: Revenue management - approaches to production management.

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

Simulation: own decisions

Quarterly simulation, report generation and analysis.

8. Game round 6:

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

Simulation: own decisions

Quarterly simulation, report generation and analysis.

9. Game round 7:

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

Simulation: own decisions

Quarterly simulation, report generation and analysis.

10. Game round 8:

Theory: Revenue management KPI

Simulation: own decisions

Quarterly simulation, report generation and analysis.

11. Presentations of the results achieved in all rounds of play, focusing on key good as well as bad decisions and their impacts - groups 1 to 3.

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

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

Support literature:

Basic literature:

1. CROSS, G. Robert. Revenue management : Hard-Core Tactics for Market Domination. New York: Bantam Doubleday Dell Publisher Group, 1997. 124 s. ISBN 0-553-06734-6.

2. HINTSCHES, André – SPENGLER, Thomas – VOLLING, Thomas – WITTEK, Kai – PRIEGNITZ, Gerald. Revenue Management in Make-To-Order Manufacturing: Case Study of Capacity Control at ThyssenKrupp VDM. In Business Research, Berlin : Springer International Publishing, 2010, roč. 3, č.2, s.173-190. ISSN 2198-2627.

Supplementary literature:

1. MEEHAN, M. Julie – SIMONETTO, G. Michel – MONTAN, Larry – GOODIN, Christopher. Pricing and Profitability management. Singapore : Wiley Publishing, 2011, s. 320. ISBN 978-0-470-82527-3.

2. TALLURI, Kalyan – VAN RYZIN, Garrett. The Theory and Practice of Revenue Management. New York : Springer, 2004. 713 s. ISBN 978-0-387-27391-4

3. VITHALA. Rao. Handbook of Pricing Research in Marketing. Glos : Edward Elgar Publishing, 2009, s. 616. ISBN 978-1-84720-240-6

4. YEOMAN, Ian – MCMAHON-BEATTIE, Una. Revenue Management: A Practical Pricing Perspective. Hampshire : Palgrave Macmillan, 2011, s.273. ISBN 978-0-230-24141-1.

5. ZATTA, Danilo. Revenue Management in Manufacturing. State of the Art, Application and Profit Impact in the Process Industry. Munich : Springer International Publishing, 2016, s. 129. ISBN 978-3-319-30239-3.

6. LEE, May – NEPAL, Brian. Analyzing cost-to-serve quantification methodologies in a wholesale industry setting. In: International Annual Conference of the American Society for Engineering Management : ASEM, USA, 18 October 2017. Huntsville : American Society for Engineering Management, 2017, s. 1-10. ISBN 978-1-5108-5160-3.

Syllabus:

Thematic definition of exercises:

1. Test round 1:

Set up of company accounts, introduction of management simulation and description of basic decisions in the context of business results. Description of the quarterly report outputs.

Prerequisites. Assignment of students to managerial roles - marketing, production, and logistics, personnel management

2. Test round 2:

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

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

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

Quarterly simulation, report generation and analysis.

3. Game round 1:

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

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U2: the impact of social spending on turnover,

U3: recalculation of production volume.

Quarterly simulation, report generation and analysis.

4. Game round 2:

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

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

Simulation: own decisions

Quarterly simulation, report generation and analysis.

5. Game round 3:

Theory: Revenue management - approaches to cost management.

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

Price elasticity of demand, recalculation using data from Reports.

Simulation: own decisions

Quarterly simulation, report generation and analysis.

6. Game round 4:

Theory: Revenue management - approaches to cost management.

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

Simulation: own decisions

Quarterly simulation, report generation and analysis.

7. Game round 5:

Theory: Revenue management - approaches to production management.

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

Simulation: own decisions

Quarterly simulation, report generation and analysis.

8. Game round 6:

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

Simulation: own decisions

Quarterly simulation, report generation and analysis.

9. Game round 7:

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

Simulation: own decisions

Quarterly simulation, report generation and analysis.

10. Game round 8:

Theory: Revenue management KPI

Simulation: own decisions

Quarterly simulation, report generation and analysis.

11. Presentations of the results achieved in all rounds of play, focusing on key good as well as bad decisions and their impacts - groups 1 to 3.

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

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 25

A	B	C	D	E	FX
76.0	16.0	0.0	0.0	8.0	0.0

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

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

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

Indicative content:

Thematic definition of lectures:

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

Thematic definition of exercises:

1. Introduction to the theory of organizational behavior.
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9. Manager in the organization.
10. Management in the organization.
11. Power, relationships and roles in the organization.
12. Change management in the organization.
13. Organizational culture and ethics.

Support literature:

Basic literature:

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

Supplementary literature:

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

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

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

Syllabus:

Thematic definition of lectures:

1. Introduction to the theory of organizational behavior.

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

2. Employees in the organization.

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

3. Value orientation of employees, groups and organizations.

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

4. Performance motivation in the organization.

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

5. Employee career development.

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

6. Working group in the organization.

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

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

7. Conflicts in the organization.

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

8. Communication in the organization.

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

9. Manager in the organization.

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

10. Management in the organization.

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

11. Power, relationships and roles in the organization.

Defining power and authority. Formal and informal power. The main sources of power and their effectiveness in the organization. Building power and the means of building it. Personality and power. Tools of power in management in terms of shaping organizational behavior. The level and formation of interpersonal relationships in the organization depending on the position in the organizational structure. Formal and informal role.

12. Change management in the organization

Characteristics of organizational change and organizational development. Typology of changes in the organization and their specifics. Implementation and management of change in the organization. Models of implementing changes from the perspective of the manager and employee. Employees and perception of changes in the organization. Preparedness for change and forms of resistance to change. Resistance management techniques for change. Evaluation of the change process. The role of the manager in the process of change management.

13. Organizational culture and ethics.

Organizational culture as a part of strategic development of organization. Typology and formation of organizational culture. Elements of organizational culture - symbols, values, beliefs. Strong

and weak organizational culture. Attributes of a healthy organizational culture. Organizational culture in international organizations - dimensions of national cultures. Ethics as a part of organizational culture. Managerial ethics and code of ethics of the organization as a tool to increase its effectiveness. Function and adherence to the code of ethics.

Thematic definition of exercises:

1. Introduction to the theory of organizational behavior.

Application of theoretical knowledge of organizational behavior in the organization. Comparison of individual approaches to the organization and employees from a historical point of view - the use of principles in the present. Use of quantitative, qualitative and mathematical methods in research for the development of organizational behavior. Comparison of approaches to the organization from the point of view of individual scientific disciplines. Organizational behavior and application in managerial practice.

2. Employees in the organization.

Use of some methods to identify individual personal dispositions of employees. Simulation of assessment center and other ways of learning about individual assumptions and abilities of employees - interview, test techniques, case studies, model situations. Application of knowledge of personality psychology in organizational behavior. Individual and group assignments to get acquainted with the methods of development and training of employees. Preparation and feedback in the field of communication between the manager and candidates. Use of knowledge in the effective deployment and adaptation of employees.

3. Value orientation of employees, groups and organizations.

The use of value and attitude scales in identifying the value orientation of employees and the organization. Procedures for creating and evaluating value and attitude scales in accordance with the values of the organization. Values as a motivating element of management in terms of shaping organizational behavior - the use of practical knowledge. Individual typology with respect to the individual ranking of values. Ways of using knowledge in an individual approach to employees as well as in setting up and managing teams.

4. Performance motivation in the organization.

Procedures for identifying the basic motivational elements for increasing individual and group performance. Application of motivational theories to the specific needs of the organization. Motivational tools and their application in the organization in relation to organizational goals. Solution of case studies focused on effective motivation of employees. Use of model situations and simulation of motivational interviews. Creation of motivational programs based on individual and organizational goals.

5. Employee career development.

Ways and possibilities of identifying individual career types. Compilation of career planning and management schemes for employees based on specific attributes - individual and group processing of issues. Evaluation from the perspective of the employee, manager and organization. Describing the main problems in the implementation of a career plan. Preparing and compiling your own career plan. Talent management process. Solution of case and model tasks.

6. Working group in the organization.

Verification and comparison of work in a working group and team from the point of view of solving a specific task. Use of methods to identify group and team roles. Procedures for assembling an effective group and team with respect to the individual team role and type of work task. Model exercises for solving tasks in group and team work. Training in group communication, interaction and joint solution of work tasks. Advantages and limitations.

7. Conflicts in the organization.

The difference between dispute, conflict and crisis situation - attributes, differences in relationships, communication, management and resolution. Identifying the causes of conflicts in the working group - intrapersonal, interpersonal and intergroup. Solving group assignments

and guided discussion. Getting acquainted with the possibilities and procedures of resolving and eliminating conflicts. Use of model situations and role playing in conflict management. Identifying preferred individual conflict resolution strategies.

8. Communication in the organization.

Communication tools and their use in the organization. Methods of analysis of sources of communication barriers in organizational communication. Principles of using communication styles - comparison, advantages, limitations, guided discussion. How to communicate in times of crisis. Specifics of virtual communication, online communication. Use of online platforms. Training in solving specific communication situations in the organization. Principles of comparison of team and managerial communication.

9. Manager in the organization.

Identifying the role of manager and leader in the process of shaping organizational behavior. Properties and management skills of a successful manager. Determining basic management styles and their optimal use in specific types of work groups and teams. Powers and managerial competencies of managers with regard to the level of management. Solution of case studies, individual and group solutions, discussion. Current trends in requirements for manager competence.

10. Management in the organization.

Use and practice of some specific management approaches in the working group - classical approaches, transformational and transactional approach, formal and informal approach, coaching approach. Applying the sociometric method to identify internal relationships in a working group, important in choosing a managerial approach to the manager. Solution of model situations. Elaboration and use of SWOT analysis when assigning specific tasks. Principles of task delegation - model situations. Principles of crisis management. Principles of innovative management.

11. Power, relationships and roles in the organization.

Ways of using tools of power in management in terms of shaping organizational behavior. Identification of specific forms of power relations in the organization. Comparison of manifestations of formal and informal power - ways of communication, acceptance by employees, efficiency, risks. Tools of power - connection with position and role within the organizational structure - how to use them effectively. Solution of individual and group assignments, case studies, guided discussion.

12. Change management in the organization.

Identification of attributes of different types of changes in the organization - summarization, comparison, access options by employees and managers. Getting acquainted with the possibilities of using different models of implementing change in the organization. Elaboration of possibilities of manager's approach to resistance and rejection of changes by employees. Form of communication with employees in the period of preparation and implementation of changes. Group cooperation in solving model tasks.

13. Organizational culture and ethics.

Typology and formation of organizational culture. How to identify organizational culture in terms of individual attributes - symbols, values, beliefs. Specifics of organizational culture in international organizations - dimensions of individual national cultures. Model codes of ethics. Procedures for creating an image in relation to social and business ethics. Identifying the main bearers of the company's image. Solution of group assignments and case studies.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 46

A	B	C	D	E	FX
54.35	19.57	13.04	8.7	0.0	4.35

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21033/21	Title of course: Organizational Design of an Enterprise (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study: 2.	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21028/21-Organizational Behavior (in English)	
Requirements to complete the course: 40 % project developed during the seminars, 60 % final (oral) project defines	
Student workload: 130 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation for final project defence 13 h, project preparation 39 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Understanding the nature of organizing and organizational design and its place in the business management system. Knowledge of the process of organizing, the formation of the organizational structure of the enterprise and their individual dimensions - centralization, formalization, hierarchy and specialization. Knowledge of the impact of new trends such as the emergence of Shared Service Centres, outsourcing or offshoring on the organizational structure of the enterprise, coworking. Understanding the differences between bureaucratic and adhocratic systems of organizing the enterprise. Understanding the impact of information technology on the organizational structure of the enterprise - virtual organizations, working from home. Competence: <ul style="list-style-type: none"> • effective usage of essential information about the organizational structure of the enterprise, its basic features, shape, management span in practice, • student will be able to evaluate critically the selection of an appropriate organizational structure in the enterprise, • critically evaluate the manifestations of bureaucracy and adhocracy in the enterprise, their positive and negative manifestations, • propose solutions and defend conclusions or recommendations for changing the organizational structure of the enterprise. Skill: <ul style="list-style-type: none"> • interpret the specifics of the organizational structures of enterprises, • critically evaluate the choices of organizational structure, • analyze the factors influencing the shape of the organizational structure, • identify the manifestations of bureaucracy or adhocracy in the enterprise, 	

- analyze the impact of outsourcing, offshoring or setting up a shared services center on the organizational structure of the company.

Indicative content:

Thematic definition of lectures:

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

Thematic definition of exercises:

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

Support literature:

1. AQUINAS, Chadha P. Organization Structure and Design, applications and challenges. New Delhi : Wxcel Books, 2008. 524 s. ISBN 978-81-7446-682-2.
2. BURTON, M. Richard – OBEL, Borge – DESANCTIS, Gerardine. Organizational Design: A Step-by-Step Approach. Cambridge : Cambridge University Press, 2011. 258 s. ISBN 978-1-107-00448-1.
3. DAFT, Richard L. - MURPHY, Jonathan - WILLMOTT, Hugh. Organization Theory & Design: An International Perspective. 3rd Edition. Hampshire : Cengage Learning EMEA, 2018. 588 s. ISBN 978-1-4737-2638-3.
4. DIEFENBACH, Thomas. Hierarchy and organisation – Toward a general theory of herarchical social systems. London : Taylor & Francis, 2015. 301 s. ISBN 978-0-415-84392-8.

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

Syllabus:

Thematic definition of lectures:

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

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

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

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

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

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

5. Week Bureaucratic organization in the enterprise.

A historical perspective on bureaucracy and its definitions from the perspectives of management, sociology and political science. Bureaucracy today - its manifestations and impacts on the enterprise and its organizational structure, alternative to bureaucracy in the enterprise. Positives and negatives of bureaucracy in the enterprise. Criticism of bureaucracy in the past and current criticism of bureaucracy. Weber, Crozier, Merton, Simon, Hamel and their critique of

bureaucracy. The Bureaucracy Mass Index (BMI), and an analysis of the current situation, why bureaucracy is thriving so much, why it is growing and flourishing. Bureaucratization and the iron cage of bureaucracy.

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

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

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

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

8. Week Configuration and types of organizational structures II. Contemporary approach to the creation of organizational structures - organic structures. Project structure, matrix structure. The current approach to the design of organizational structures - the mechanical and organic model.

Functional and divisional organizational structure. Advantages and disadvantages of functional organization. Product division, its advantages and disadvantages. Geographical division, its advantages and disadvantages. Division by customer, its advantages and disadvantages. Examples of companies with divisional organizational structure - Henkel, Siemens, Electricité de France...Duplication of functions in the divisional structure and its impact on the company's costs. Comparison of functional and divisional structure.

9. Week Configuration and types of organizational structures III. Contemporary approach to the design of organizational structures - the organic model. Horizontal structure, team structure.

Organic approach to configuration of organizational structures - project structures - project coordination, pure project organization, project integration. Project and its basic features. Advantages and disadvantages of project structures. Matrix structure - its advantages and disadvantages. Team and horizontal structures, their advantages and disadvantages. Network structures, their advantages and disadvantages. Examples of companies with an organic approach to configuring their structure.

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

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

11. Week Network Structure. Outsourcing, Offshoring, Shared Service Centers and their impact on the organizational structure of the enterprise.

The use of Shared Service Centers, Business Process Outsourcing and offshoring and their impact on the organizational structure of the enterprise. Comparison of the advantages and disadvantages of using Shared Service Centers and outsourcing. Reasons for using offshoring. Definitions of terms such as offshoring, nearshoring, onshoring, reshoring, outsourcing, insourcing. Current situation of development of shared service centers and outsourcing in Slovakia. Enterprise

service centers - their development over time, generations, impact on the economy of the Slovak Republic. The future of organizational structures - the trend of flattening, virtualization and flexibility. Forum for business service centers and their activities in Slovakia.

12. Week Teleworking as an innovative form of work organization in a company. Coworking and coworking centers.

Definition of terms such as - home office, homeworking, teleworking, telecommuting.

Advantages and disadvantages of telecommuting. The importance of coworking centers in the implementation of teleworking. Coworking centers in Slovakia and their history. Values of coworking - cooperation, community, sustainability, openness, accessibility. Types of coworking centers - large, medium and small centers, university coworking centers, pop-up coworking centers. Manifestations of teleworking - combination of office and teleworking, telecommuting, telecentre, teleworking at home, mobile teleworking, telecottages.

13. Week New trends in organizational design of enterprises.

The impact of globalization and Industry 4.0 on the organizational design of enterprises. Learning organization, agile organization, its principles and impact on the organizational structure of enterprises. Self-organizing and self-managing teams, pressure for horizontal organization.

Thematic definition of exercises:

1. Week Introduction to Organizing.

Methodology and course content. Distribution of seminar work among students and explanation of the conditions for passing the course. Organisation and organising. A case study entitled Organisation and the enterprise - a case study of the Cadillac company (Skorkova, 2018).

Discussion on what is the goal of a business today - is it profit maximization or long-term sustainability. Why it is the goal and strategy that influence the organizational structure of the business?

2. Week Organizational structure and its dimensions I.

The dimension of formalization of organizational structure, the degree of organization in the enterprise and organizational norms. Vertical articulation of organizational structure - Degrees of management in Morning Star company (Skorková, 2018). Degree of organization in the accounting department and Case study Degree of organization in a - restaurant (Skorková, 2018). Centralisation at Wal-Mart in Germany and decentralisation at Lidl in Slovakia (Skorková, 2018). Answering the questions behind the case studies, discussion.

3. Week Organizational Structure and its Dimensions II.

The dimension of hierarchy in organizational structure - span of control and its influence on the shape of the organizational structure. Case study Span of management, Span of management according to Graicunas, Span of management according to Stieglitz, Span of management in a team of auditors. (Skorkova, 2018) Answering questions after the case studies, discussion.

4. Week Delegation - as an essential management skill.

Case studies on delegation (Skorkova, 2018). The delegation grid. Barriers to delegation - omnipotence, mistrust, ignorance of subordinates' knowledge. Benefits of delegation for the company, subordinates and managers. Delegation procedure. Motivational communication in delegation. Demotivational communication in delegation. Answering the questions behind the case studies, discussion.

5. week - Presentation of partial results of student projects and their discussion. (Throughout the semester, students develop a team project to optimize the organizational structure of a selected company according to predetermined points and schedule.) In this week we conduct the first review of the partial deliverables.

6. week Bureaucratic Organization.

Case study Bureaucracy, meritocracy and adhocracy. (Skorkova, 2018) Answers to questions - strengths weaknesses of bureaucracy, strengths of adhocracy. Alaska Airlines case study - can freedom and control work well together? And RHD's crisis of trust (Skorkova, 2018). Reflecting

on how the values, goals and vision of a company influence the organisational structure of a business.

7. week Holacracy - as an alternative to bureaucracy in the company.

A case study of Zappos, FAVI and Buurtzorg (Skorkova, 2018). Comparison of a classical organization and a holacracy. Pros and cons of both organizational arrangements. Answering the questions behind the case studies, discussion.

8. week Configuration and types of organizational structures I.

A classical approach to organizational structures and a contemporary approach to the configuration of organizational structures. A case study of Span Management at Dun and Bradstreet (Skorkova, 2018). Discussion on the future of span of control. New terms in the topic of span of control - span of influence, span of awareness. Answering questions after the case studies, discussion.

9. week Configuration and types of organizational structures II.

The current approach to the design of organizational structures - the mechanical model. Case study Schemes of organizational structures (Skorková, 2018) Comparison of different types of structures, their advantages, modifications. Case study - Divisional organizational structure in the company HENKEL. Answering the questions behind the case studies, discussion.

10. week Presentation of partial results of student projects and their discussion. (Throughout the semester, students develop a team project to optimize the organizational structure of a selected company according to predetermined points and schedule.) This week we conduct a second review of the sub-outcomes.

11. week Configuration and types of organizational structures III.

An organic approach to the configuration of organizational structures. Case studies - SBU in Matador and Průtik, s.r.o., case study Fractal organization in ŠKODA (Skorková, 2018) Answering questions after the case studies, discussion.

12. week - Virtual organisation and virtual team.

Case study - Teamwork, The pitfalls of teamwork - the Abilene paradox and groupthink. The difference between the Abilene paradox and groupthink. Examples from practice. Team roles according to Belbin and Who packed your parachute? - (Skorkova, 2018). Comparison of groups and teams. Specifics of virtual teams. Answering questions after the case studies, discussion.

Week 2 Current and new trends in business organisation - Case study - Which is better outsourcing or shared service centre? Comparing offshoring and outsourcing, case study - The ethics of offshoring, Why Zappos didn't use outsourcing (Skorkova, 2018). Student thesis presentation. Answering questions after the case studies, discussion.

13. week Current and new trends in business organisation - Case study - Which is better outsourcing or shared service centre? Comparing offshoring and outsourcing, case study - The ethics of offshoring, Why Zappos didn't use outsourcing (Skorkova, 2018). Student thesis presentation. Answering questions after the case studies, discussion. Handing in final projects and preparing their defence.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 23

A	B	C	D	E	FX
43.48	21.74	13.04	13.04	0.0	8.7

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21029/21	Title of course: Personnel Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study: 1.	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21041/21-Human Resource Management (in English) or KM FPM/MMB21043/21-Management Decision-Making (in English)	
Requirements to complete the course: 20 % continuous work on assignments, 20 % elaboration and presentation of the project, 60 % combined examination	
Student workload: 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, work on final project 32 h, preparation for exam 46 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Students will gain an understanding of the concepts, processes and methods of personnel management. Upon completion of the course, students will be able to use, evaluate and develop people management systems and become a senior management partner for leading and managing people. • Students will be knowledgeably prepared to apply in human resource management departments in businesses, organizations, and staffing agencies, and will be prepared to provide consulting and advisory services. Competence: <ul style="list-style-type: none"> • Prepare HR strategy and people management policies in line with the company's strategy and values • Examine current trends in people management, explain their significance and prepare their application to HR strategy, processes and methods in the enterprise. • Identify and define the need for changes in people management processes and methods in line with the strategy and values of the business, advocate the necessary changes and be a champion of their substance • Apply human resource management processes and methods at expert level in the enterprise/organisation • Perceive and advocate for the interests of employees, ensure alignment of employee and company/organisation expectations, shape a supportive company culture • To build the company/organisation as an attractive employer Skill:	

- Design, use and evaluate processes and methods for shaping work potential
- Design, use and evaluate processes and methods of work performance management
- Evaluate the performance of a company's human resource management system in relation to company/organisational performance
- Define and communicate the attractive expected value of employment to current employees and applicants

Indicative content:

Thematic definition of lectures:

1. CURRENT TRENDS IN THE WORLD OF WORK AND THE NEW GENERATION OF EMPLOYEES
2. CURRENT ROLES OF HR SPECIALISTS AND GENERALISTS
3. SHAPING HR STRATEGY
4. WORK SYSTEMS AND COMPETENCE MODELS
5. EMPLOYER BRANDING
6. HR MARKETING AND RECRUITING
7. CANDIDATE ASSESSMENT AND SELECTION
8. DEVELOPMENT OF WORK POTENTIAL
9. PERFORMANCE MANAGEMENT
10. LABOUR COSTS AND REMUNERATION
11. DATA ANALYSIS, HR PLANNING AND HR DATA REPORTING
12. LEGAL REGULATION OF THE EMPLOYMENT RELATIONSHIP
13. WORKPLACE HEALTH AND EMPLOYEE CARE

Thematic definition of exercises:

1. Introduction to current trends in the world of Work 4.0.
2. Mixed roles model according to D. Ulrich.
3. Formation of HR strategy and sub-strategies according to the values of the enterprise/ organization.
4. Application of labour analysis methods. Job design and creation of job descriptions.
5. Defining the uniqueness of the employee experience in line with the company's strategy and values.
6. Traditional (advert creation) and modern tools of recruitment activities (social networks).
7. Preparation, implementation and evaluation of the recruitment process.
8. Creation of career paths.
9. Shaping key performance indicators.
10. Use of pay scales for implementation of HR strategy.
11. The importance and tools for measuring employee satisfaction and engagement in the enterprise.
12. Employment practices at different stages of the employee lifecycle.
13. Building a company culture focused on employee health.

Support literature:

Basic literature:

1. BLŠTÁKOVÁ, Jana - BEDNÁR, Richard - GAŽOVÁ ADAMKOVÁ, Hana - JONIAKOVÁ, Zuzana - LJUDVIGOVÁ, Ivana - NÉMETHOVÁ, Ildikó - SKORKOVÁ, Zuzana. Human Resources Management 4.0 : Architecture, Roles, Leadership, and Business Models. 1st Edition. Hamburg : Verlag Dr. Kovač, 2019. 247 s. ISBN 978-3-339-10628-5.
2. ULRICH, David. (2013): Human resource champions: the next agenda for adding value and delivering results. Hradvard Business Press, 2013. ISBN 0-87584-719-6..
3. POÓR, József - ENGLE, Allen D. - BLŠTÁKOVÁ, Jana - JONIAKOVÁ, Zuzana. Internationalisation of human resource management : focus on Central and Eastern Europe. 1st ed. New York : Nova Science Publishers, 2018. 354 s. ISBN 978-1-53612-632-7.

Supplementary literature:

1. ARNOLD, John a kol. Work Psychology: Understanding Human Behaviour in the Workplace. Harlow : Pearson Education Limited. 2016, 765 s. ISBN 978-1-2920-6340.
2. Zákonník práce 311/2001 Z.z.

Syllabus:

Thematic definition of lectures:

1. CURRENT TRENDS IN THE WORLD OF WORK AND THE NEW GENERATION OF EMPLOYEES

The challenges of managing people in the context of the fourth industrial revolution. The global world of work and post-globalisation trends. The impact of technological innovation, digitalisation and hyperconnectivity on the world of work. Demographic changes in the labour market. The new shape of work and the characteristics of the new generation of employees. Diversity management, managing people in a multicultural and international environment. Personalised approach to employees, empowerment tools, the concept of employee freedom.

2. CURRENT ROLES OF HR SPECIALISTS AND GENERALISTS

Current roles of HR specialists in terms of orientation towards business processes and people in the long and short term. Competences and activities of a strategic partner in business, an agent of necessary change, a specialist in people management processes and an employee advocate.

3. SHAPING HR STRATEGY

Formation of HR strategy in relation to corporate strategy and corporate culture. Formulating principles and values for people management. Formulating sub-strategies, people management concepts, HR practices, policies and programmes. Formalisation of methodological support for HR activities, formulation of guidelines and methodological guidelines.

4. WORK SYSTEMS AND COMPETENCE MODELS

Social and economic aspects of work systems. Workflow and process orientation in work systems. Job design. Intelligent workplaces. Principles of flexibility and security in employment relationships. Creation of job catalogues. Identification and definition of knowledge, skills and competences in accordance with the job catalogue (job content). Creation of competency models, definition of the content of competency models. Use of competency models for recruitment and selection of employees, in training, performance management.

5. EMPLOYER BRANDING

Methods of building employer uniqueness and attractiveness for applicants and loyalty of current employees. Managing relationships with former employees. Defining the content of excellence and the expected employment experience for relevant applicant groups. Defining the key components of the employee experience throughout the employment cycle in line with the employer brand. Employer attractiveness as a retention tool. Brand ownership and employer image management. Measuring the impact of the employer brand on the quality of human resources in the company/organisation.

6. HR MARKETING AND RECRUITING

Developing recruitment strategies for each group of positions to be filled. Tools of personnel marketing in the phase of search for candidates, involvement of 4.0. tools (gamification). Selection of candidate sources. Use of digital platforms for networking, communication and promotion. Recruiting, influencing and the work of the recruiter. Outsourcing recruitment activities (headhunting, executive search). Measuring the effectiveness and efficiency of the recruitment strategy (cost of candidate acquisition). GDPR regulation for handling candidate data

7. CANDIDATE ASSESSMENT AND SELECTION

Setting the selection strategy. Choice of levels, selection diagnostic tools and involvement of subjects in the selection process. Types of selection interviews. Assignment and management of the assessment centre. Selection and use of psychodiagnostics and personality analysis. Setting behavioral indicators, designing facilitation of role plays. Measuring the effectiveness and

efficiency of the selection process (cost of employee selection). Labour law regulation of the establishment of the employment relationship.

8. DEVELOPMENT OF WORK POTENTIAL

Creation of adaptation programmes and linking to the employee development plan. Tools for identifying training needs. Defining and designing training activities and training programmes. Specifics of training in the online space. Stimulating performance potential through coaching and mentoring. The concept of talent management. Creation of succession plans, transfer of know-how, building career paths. Measuring the effectiveness and efficiency of training programmes (return on employee development costs).

9. PERFORMANCE MANAGEMENT

Defining the performance content of employees and teams. Identifying key performance indicators. Linking to business goals and cascading objectives. Performance management concepts and performance measurement tools. Development of performance management forms. Gaussian curve principles, scaling and benchmarking. Conversations about performance. Identifying barriers to performance. Using performance measurement results for job design and redesign, for modifying competency models, for identifying training needs, career management and variability in pay.

10. LABOUR COSTS AND REMUNERATION

Total Reward Strategy. External concreteness - defining the position in the labour market. Internal equity in pay. Creation and function of pay scales - setting internal equity. The economic function of pay, wage management and adjustment. Pay for performance. Pay budgets and total labour costs.

11. DATA ANALYSIS, HR PLANNING AND HR DATA REPORTING

Models for measuring employee satisfaction and engagement, analysis of results and their dependencies, suggestions for action. Analysis of trends and causes of turnover and sickness absence. Tools for measuring the performance of the human resources management system in relation to corporate performance indicators. Planning of complex payroll costs.

12. LEGAL REGULATION OF THE EMPLOYMENT RELATIONSHIP

Changes to the employment contract. Disciplinary procedures. Forms of termination of employment. Legislative frameworks for termination of employment. Termination process and support services (outplacement). Exit interview. Succession, relationships with former employees and networking.

13. WORKPLACE HEALTH AND EMPLOYEE CARE

Caring for the physical and mental health of employees. Concepts of worklife balance and worklife integration. Healthy teleworking and working in an online environment. Building resilience - physical and mental resistance to stress. Prevention of burnout syndrome
Thematic definition of exercises:

1. Introduction to current trends in the world of Work 4.0. Characteristics of the new generation of employees. Generational diversity in the workplace. Employees from disadvantaged groups (case study). Working patterns for active ageing.
2. Mixed roles model according to D. Ulrich. Role content and quality assessment of human resource management. Methods of measuring the quality of role content. Work of HR generalist, organizational structures of HR departments - examples of good practice.
3. Formation of HR strategy and sub-strategies according to the values of the enterprise/ organization. Formation of statutes, standards and guidelines for HR work. Examples of corporate practice.
4. Application of labour analysis methods. Job design and creation of job descriptions. Creation of competency-based models according to job descriptions. Smart jobs. Examples from practice.
5. Defining the uniqueness of the employee experience in line with the company's strategy and values. Shaping the EVP (employee value proposition). Defining the target groups of candidates

on the labour market. Case study. Tools for verifying the impact of the employer brand on the quality of human resources.

6. Traditional (advert creation) and modern tools of recruitment activities (social networks). Recruitment strategy creation, implementation and evaluation of recruitment (recruitment). Elements of gamification in recruitment activities. Case study.

7. Preparation, implementation and evaluation of the recruitment process. Simulation of the selection process. Behavioural interview training.

8. Creation of career paths. Know-how transfer plans, succession plans. Individual development programmes. Talent management. Learning process, preparation, implementation, evaluation of learning activities. Case study.

9. Shaping key performance indicators. Preparation of performance agreement. Methods of performance appraisal, work and social behaviour. Use of employee appraisal results in downstream workforce management processes.

10. Use of pay scales for implementation of HR strategy. Linking performance appraisal and pay scales. Choosing pay forms to support employee performance. The role of salary surveys in pay decisions. Payroll costs.

11. The importance and tools for measuring employee satisfaction and engagement in the enterprise. Gallup survey measurement of engagement. Tools for measuring the performance of the human resource management system in relation to the company's results (HR Balanced Scorecard).

12. Employment practices at different stages of the employee lifecycle. Employment contract, changes to employment contract, termination of employment. Examples from company practice.

13. Building a company culture focused on employee health. People management tools to promote mental and physical resilience. Healthy environment, healthy working relationships, healthy lifestyle - examples of good practice.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 30

A	B	C	D	E	FX
30.0	33.33	13.33	16.67	6.67	0.0

Lecturer: doc. Ing. Jana Blštáková, PhD.

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/MVP22900/22	Title of course: Practical internship II.
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 2	
Recommended semester/trimester of study: 4.	
Degree of study: II.	
Prerequisites:	
Requirements to complete the course: Certificate of completion of the practical placement in the company; Preparation of the Report from the practical placement; Final evaluation interview	
Student workload: 78 h (participation in the internship in the company - 70 h, processing of the final report - 6 h, final interview 2 h)	
Teaching results: Knowledge: - Verification of knowledge from the master's study and addition of new knowledge, resulting from the conditions and needs of economic practice. Skill: - Identification and application of knowledge in solving specific problems and work tasks; - linking the acquired knowledge to the specific assignment of the final (master's) thesis. Competence: - The ability to define a work problem or work task; - ability to propose a possible solution, explain the procedure and the reasons (arguments); - ability to integrate into the work of a team (ability to perform work tasks).	
Indicative content: After an initial meeting with the thesis supervisor to agree on the specific course and expected results of the practical placement, the student goes to the company from which he/she has been accepted for the practical placement. On the spot, he/she will familiarise himself/herself with the working conditions, internal regulations and discuss with the consultant (representative of the enterprise) the scope of the work tasks, the nature of the work, the organisational structure of the enterprise as well as other facts necessary for the performance of the traineeship. Throughout the traineeship, the trainee is in contact with the supervisor of the thesis, which enables any problems to be solved on an ongoing basis. At the end of the placement, the student will produce a report which will then be discussed (during the final assessment interview) with the thesis supervisor and the consultant from the company.	
Support literature:	
Syllabus:	

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

Language whose command is required to complete the course:

Slovak, English

Notes:

Assessment of courses

Total number of evaluated students: 35

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

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

Date of the latest change: 18.05.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21030/21	Title of course: Project Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study: 2.	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English)	
Requirements to complete the course: 40% continuous written work, 60% combined exam	
Student workload: 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for credit paper 26 h, preparation for exam 52 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of the company and its economic activity through the definition of the project nature, project life cycle, project objectives and project typology with special regard to business strategy analysis and entrepreneurial attitude, which includes initiative, proactivity, innovation, motivation and commitment to business goals. Competence: <ul style="list-style-type: none"> • effectively use essential information about the company and its project world as a business entity, • critically evaluate the course and specifics in the individual stages of the project cycle, characterize the project objectives and evaluate the benefits of the project with an impact on the value processes of the company, • make managerial decisions and evaluate their impact on the company's strategy and perspective, including proposals for solutions and defense of conclusions or recommendations for project thinking and management in order to increase the effectiveness of business activities, • perform senior middle and top management functions with an emphasis on project management in the company and apply methods and procedures of managerial work in the field of project management and project management office, • pay attention to the environmental aspect and sustainability of project management. Skill: <ul style="list-style-type: none"> • Ensure compliance of project assignments with the company's strategy and prepare project documentation. • Acquire and develop international standards of project thinking in the business environment as a necessary condition for employment in the local labor market. • Build and maintain an integrated system of tools and methods for project management (software, documents, knowledge and experience, including resources and resource management). 	

- Lead the project team.

Indicative content:

Thematic definition of lectures:

1. Week 1:

Introduction to project management.

2. Week 2:

Project management organization.

3. Week 3:

Teamwork and creativity in project management.

4. Week 4:

Process model of project management.

5. Week 5:

Project preparation and verification.

6. Week 6:

Project planning.

7. Week 7:

Implementation of project activities.

8. Week 8:

Project control.

9. Week 9

Methods and techniques of project management.

10. Week 10:

Project financing. Sources of funding.

11. Week 11:

Project management in specific conditions.

12. Week 12:

Agile project management.

13. Week 13:

International standards of project management.

Thematic definition of exercises:

1. Introduction to project management.

Week 2:

Project management organization.

Week 3

Teamwork in project management.

Week 4

Project preparation.

Week 5

Project verification.

Week 6

Project planning.

Week 7:

Implementation of project activities.

Week 8:

Methods and techniques of project management.

Week 9:

Project quality management.

Week 10:

BATNA. The art of conducting project negotiations on a non-competitive principle.

Week 11:

Final project report.

Week 12:

Presentation of seminar papers I.

Week 13:

Presentation of seminar papers II.

Support literature:

Basic literature:

1. LARSON, Eric – GRAY, Clifford. Project Management, the Managerial Process. New York : McGraw-Hill, 2011. 608 s. ISBN 978-0-07-340334-2.

Supplementary literature:

1. PROJECT MANAGEMENT INSTITUTE. A guide to the Project Management Body of Knowledge. 5th edition. Norwich : The Stationery Office, 2009. 589 s. ISBN 978-1935589679.

2. PROJECT MANAGEMENT INSTITUTE. Managing Successful Project with PRINCE2. 5th edition. Norwich : The Stationery Office, 2009. 327 s. ISBN 978-0113310593.

3. PORTNY, Stanley E. Project Management for Dummies. Hoboken : John Wiley & Sons, 2017. 464 s. ISBN 978-1119348900.

4. LAYTON, Mark C. Agile Project Management for Dummies. Hoboken : John Wiley & Sons, 2020. 496 s. ISBN 978-1119405696.

5. KERZNER, Harold. Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance. Hoboken : John Wiley & Sons, 2017. 448 s. ISBN 978-1119427285.

6. DIONISIO, Cynthia. S. Project Manager's Book of Forms: A Companion to the PMBOK Guide. Hoboken : John Wiley & Sons, 2017. 272 s. ISBN 978-1119393986.

7. GAMBOA, Marvin M. Project Management Step-by-Step Templates. Tarlac City : Pier Engineering and Consultants. 2015. 194 s. ISBN 978-9719590170.

8. PROJECT MANAGEMENT INSTITUTE. A Guide to the Project Management Body of Knowledge. Norwich: The Stationery Office, 2013. 592 s. ISBN 978-1935589679.

Syllabus:

Thematic definition of lectures:

1. Week 1: Introduction to project management. The essence and development of project management. European reference framework. Key competences for lifelong learning. Sense of initiative and entrepreneurship: knowledge, skills, attitudes. Project specification and classification. Prerequisites for the success of the PM and how to evaluate the success of the project: goal and purpose / benefit of the project. Project thinking. Project environment. Mind map of project management. Basic EU methodology: Project Management Cycle. Terminological dictionary.

2. Week 2:

Project management organization. Integration of project management into the organizational structure of the company. Basic models of PM organizational structures. Hierarchical structure of the organization (OBS). Introduction of project management into the organization. Internal and external projects. Project mandate. Project sponsor. Project preparation. Starting a project. Elaboration of a draft standard. Verification of the correctness of the standard on the pilot project. Release of the final version of the standard. Introduction of a uniform standard in the company - Project Management Directive.

3. Week 3:

Teamwork and creativity in project management. Basic subjects in team management. Team formation and performance. Roles in the project team. Synergistic effect. Innovation potential. Growth of teamwork quality. Project meetings, records and archiving of project documentation,

course and arrangement of the project meeting room. Project meetings in times of unexpected situations (pandemic). Motivation, communication, stimulation and conflict resolution strategies.

4. Week 4:

Process model of project management. Project life cycle. Basic process model. System aspects of project management. Analysis of stakeholders / stakeholders of the project. Problem analysis. Goal analysis. Problem tree. Goal tree. Logical framework. The goal. Purpose. The results. Activities. Indicators. Verification method / verification sources. Prerequisites. Milestones. Resources. The principle of constructing a matrix of a logical framework. Main user, main contractor, expert team, project support (assistant project manager, PMO, PO, consultant, coach, collaborators).

5. Week 5:

Project preparation and verification. Evaluation and verification of project feasibility (feasibility study). Objectives, strategy, history and objectives of the project. Expected costs. Strategy for securing expected costs. Technology and technical support of the project. Sustainability of the project. Financial and economic security of the project. Organizational arrangement and management model. Manpower needed to secure the project. Implementation plan. Prerequisites. Restrictions. Critical success factors. Initiation and start of the project. Types of links between tasks. Beginnings and ends of tasks. Network chart. Critical path. Timetable. Project costs and costs. Cost prices. Fixed prices.

6. Week 6:

Project planning. The essence and material content of project planning. Time planning, cost planning (Cost Breakdown Structure CBS), staffing - Human Resources Histogram (SBS, Resources Breakdown Structure) and quality. Product Breakdown Structure (PBS). Quality of project management (hierarchical structure of works, WBS). Output specification. Acceptance criteria, acceptance protocol. Communication management - CANVAS model in project management. Matrix of responsibility. Communication plan. Analysis of risk and environmental impacts. Risk breakdown structure. Risk assessment. Preventive and corrective measures in operational risk management. Fishbone diagram. Security plan in the project.

7. Week 7:

Implementation of project activities. Content of implementation processes. Work package. Project casting. Delegation. Coordination. Motivation. Supervision. Training courses. Consulting activity. Project communication. Assignment. Taking over work. Inputs and outputs. Project communication strategy. Communication model. Communication plan. Project communication management. Formal and informal communication (Management By Walking Around, MBWA). Teamwork. Subcontractors as part of the implementation phase.

8. Week 8:

Project control. Checking the subject, schedule, budget and project costs. Monitoring and evaluation. Time management messages. Event-driven reports. Graphic monitoring of the progress of project work. Operational retrospective assessment (AAR) method. Change requests. Deciding on change. Authority for change. How to make changes. Exception management. Completion of the project. Premature termination of the project. Restart the project. Formal and informal assessment. Acceptance protocol. Lessons learned after the project. Final project report. Final meeting of the project. Evaluation of the work of project team members.

9. Week 9

Methods and techniques of project management. Network analysis methods. CPM method. PERT method. Resource analysis. GERT method. MPM and PD method. Gantt chart. Multi-design and WBS diagrams. Logical framework method. PM software support. Selected stochastic methods. Methods of generating ideas. Problem analysis and structuring. Force field analysis. Cause and effect analysis. Interpretive structural modeling.

10. Week 10:

Project financing. Sources of funding. Methods for evaluating the effectiveness of projects. Earn Value Management (EVM). Plan value (PV). Created value (EV). Actual costs (AC). Power deviation (SV). Cost Deviation (CV). Time deviation (TV). Levels of use of the value added management method in project management / project team. Hierarchical Cost Structure (CBS). Settlement costs. Required cost cumulative "S" curve. Management of financial drawing. Budget.

11. Week 11:
Project management in specific conditions. PM in an intercultural environment. Strategic changes and PM. PM in small and medium enterprises. Non-manufacturing sector, creative industries and PM. Grant system to support projects in the field of science and research, education and sports. PPP projects. Eurofunds. Change agents: the difference between project management and change management. Approval of project changes. Basic documents and subjects of financial management of structural funds. Financing, public procurement, project monitoring, publicity and information.

12. Week 12:
Agile project management. Modernization of project management from the point of view of agile approach: environment and behavior. Agile planning. Agile management. Ensuring the success of an agile project. Benefits, resources, key success factors, performance indicators. Principles of agile PM in the field of customer orientation, quality, teamwork, formality and visualization. Lean, scrum, extreme programming. Reduction of unproductive activities. Low-tech and high-tech communication. The role of the agile team. Product vision. Roadmap. Sprint planning. Scalability of agile teams. 10 benefits of agile project management.

13. Week 13:
International standards of project management. Knowledge management in the project. Knowledge management system. Categorization of project knowledge: tacit and explicit knowledge. Certification in project management. IPMA: international standard of project management (competence baseline) ICB3, ICB4 (environment, people, procedures). National Project Management Associations. Elements of the set of required competencies ICB3, ICB4. Main elements of the PMBOK Guide standard (areas, processes). The main elements of the PRINCE2 standard (principles, topics, processes, techniques).

Thematic definition of exercises:

1. Introduction to project management. Methodology and content of the course. Credit conditions. Test of verification of input knowledge and skills. Ikigai - Japanese concept of satisfying needs as a basis for motivation in project management. Projects around us and their characteristics by the principle of 8W: what, why, who, when, where, how, for whom, how much. Stakeholder analysis: support, resistance, why it is important to know them and analyze their expectations well. Investor. User. Supplier. Project manager and project team. Indirectly involved parties.

Week 2:

Project management organization. News from the world of project management. Prioritization of projects with regard to strategic business planning. Evaluation of the benefits of projects in terms of fulfilling the company's strategy. Case study: "Film". CANVAS model for project management purposes: the reason why the project should be implemented and what it should bring; what is the initial situation (current state); what is the desired state, description of the situation at the end (what is to be delivered within the project); from when to when the project is to be implemented and what are the main stages and milestones; who will be the project sponsor (will supervise the project on behalf of the investor); who should be the project manager and who should work in the project team; who the project concerns, who should work in the project team; how much money will be needed; what are the assumptions, limitations and main risks of the project.

Week 3

Teamwork in project management. News from the world of project management. Personality questionnaire www.emiero.sk. MBTI matrix in project management. Culture and cycle in project management. Case study: "One day in the life of a project manager". The aim is to characterize the effectiveness of the activities performed by Rachel in terms of daily routine activities and project-specific activities. Cultural specifics of the project manager in an international context.

Week 4

Project preparation. The matrix of the logical framework as the main part of the project cycle management method, developed in the USA and subsequently taken over by the European Commission for the planning and management of grant projects. A text document in the form of a table, which describes the logical links between the goals, the conditions for achieving them, how to measure their achievement, the time needed and the means to achieve them. In accordance with the principle of project thinking, the Matrix of the logical framework contains all the elements of the project triangle, while the main emphasis is focused on the interconnection of the hierarchy of objectives and their measurability. Application of a logical framework to a selected project.

Week 5

Project verification. Labor and the amount of work required to create one unit of output. Work and duration. No / feasibility with condition. Examples of overtaking and delaying tasks. An early start. Early end. Late start. Late end. Critical path. Case study "From bridge to simple".
1. On the basis of the information, find out whether it is possible to organize the wedding 21.1. under given conditions and requirements. Calculate the total cost of a wedding under given conditions. Design a project plan of activities in terms of responsibility of individual persons on individual days. Take into account the conditions of interdependence of activities and indicate which activities may take place at any time (without conditionality). Indicate the longest and shortest activity in the project plan.

Week 6

Project planning. Risk analysis. Case study: "Alaska Expedition". Projects are associated with a high degree of uncertainty. Uncertainty caused by various environmental influences. Project risk management as a group of tasks of the project manager focused on identifying threats and opportunities, planning and managing measures to suppress threats and seizing project opportunities. Risks when starting a project. Risks in project planning. Risks in project control. Risks at the end of the project.

Week 7:

Implementation of project activities. News from the world of project management. Case study: "Tom Bray". Building functional project relationships and creating social bonds even before we need them on the project. Building and strengthening trust through daily meetings (management by wandering around). Interactivity of informal managerial style of project manager. Benefits resulting from personal acquaintance of project team members before the start of the project.

Week 8:

Methods and techniques of project management. News from the world of project management. Matrix of responsibility: a clear definition of responsibility for specific tasks. Tasks performed by several employees, one responsibility. R - does or responsible, A - checks and approves (accountable), C - must consult, I - must be informed. Communication plan. Who should communicate with whom and who should not communicate with whom. Who and to whom should pass on what information, when and in what way. Management of virtual project teams. Case study: "Kerzner Office Equipment".

Week 9:

Project quality management. Application to the selected investment project in teams. Benefit, purpose and justification of the investment project. Degree of fulfillment of expectations agreed by investors and stakeholders, including communication. Acceptance criteria. Product

verification. Product validation. Investor satisfaction. Methods of measuring acceptance criteria, means used for their measurement, measurement dates, responsible persons. The process of uploading and downloading project outputs. Communication, meetings, reports. Lessons before the project, during the project, after the project.

Week 10:

BATNA. The art of conducting project negotiations on a non-competitive principle. Tenders and tenders. The ability to separate people from the problem. Focus on the common interest, not your position. Look for opportunities for mutual satisfaction on the project. Use objective, transparent and accessible criteria. Case study: Buxton Hall - a network of student dormitories. Evaluation of project success. Use of good experience. Fulfillment of project goals.

Week 11:

Final project report. Case study "Maximum Megahertz Project". Retrospective method Project evaluation in the post-implementation phase. Summary overview. Analyzes. Recommendations. Experiences. Appendices. Performance evaluation of individuals, project teams, project management. Evaluation of methods and processes. Feedback from stakeholders. Official completion of project work by meeting all project members, release of resources for other projects, archiving of project documentation.

Week 12:

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

Week 13:

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

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 49

A	B	C	D	E	FX
59.18	28.57	8.16	0.0	2.04	2.04

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

Date of the latest change: 02.02.2022

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

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KPH FPM/ MMC21023/21	Title of course: Sales Strategy (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study: 3.	
Degree of study: II., N	
Prerequisites: KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English) or KPH FPM/MMC21025/21-Business Economy (in English) or KMr OF/MOA21149/21-Marketing (in English)	
Requirements to complete the course: 30 % seminar project, 70 % final written exam	
Student workload: 156 h ((participation in lectures 26 h, participation in seminars 26 h, preparation of seminar projects 34 h, preparation for final exam 70 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Students will gain knowledge of the sales strategy as the part of corporate strategy, variants, relations, consequences and the process of its creation and implementation in the company; on complex analytical methods used in the process of creating a sales strategy, as well as on specific methods of sales and marketing engineering, esp. quantitative responsive models but also semi-quantitative and qualitative methods. • Students will also learn methods and process of evaluating already implemented sales strategies, necessary for creating a comprehensive system, enabling feedback and continuous progress in this field. Competence: <ul style="list-style-type: none"> • Ability to synthesize the knowledge gained from different courses within the study program and to apply this knowledge in solving specific business cases related to sales strategy, esp. through solving partial but also complex case studies and seminar projects. • Ability to identify, analyze and critically assess the problems of business practice in the field of sales strategy in accordance with the assigned task. • Ability to set goals of a practical solution, systematize the necessary data and information, use appropriate methods, formulate proposals and conclusions. • Creating a presentation of the solution to the assigned task from the field of sales strategy, using available IT solutions, and the ability to answer questions in a qualified and independent manner. Skill: <ul style="list-style-type: none"> • Students are able to define the market position of the company and on its basis to choose the appropriate type of sales strategy that should be implemented. 	

- To manage the creation of a chosen type of sales strategy (starting with the analysis of the current position, formulation of tasks, and choosing proper tools).
- To use progressive software solutions to support qualified strategic managerial decision-making process.
- To apply complex analytical methods and specific methods of sales and marketing engineering, esp. quantitative responsive models but also semi-quantitative and qualitative methods.
- To apply forecasting models and in-depth analytical tools, allowing not only to analyze past developments and the current state, but also to analyze current trends and predict future sales.
- To evaluate the effectiveness of implemented sales strategy.

Indicative content:

Thematic definition of lectures:

1. Concept and Context of Sales Strategy. Classification of Sales Strategies. The Process of Creating a Sales Strategy.
2. Sales & Marketing Engineering and Market Analysis as a Starting Point for a Successful Sales Strategy.
3. Consumer Behavior in B2C Markets as a Factor Influencing The Sales Strategy.
4. Consumer Behavior in B2B Markets as a Factor Influencing The Sales Strategy.
5. Customer-Centric Sales Strategies.
6. Competitive Analysis and Types of Competitive Sales Strategies.
7. Types of Competitive Sales Strategies.
8. Product-Centric Sales Strategies.
9. Sales strategies focused on marketing communication - part I.
10. Sales strategies focused on marketing communication - part II.
11. Sales strategies focused on distribution – part I.
13. Sales strategies focused on distribution – part II.
14. Evaluation of sales strategies.

Thematic definition of exercises:

1. Methodology of basic approach to sales & marketing analysis - SWOT.
2. Basic indicators of quantitative market analysis and applications.
3. Customer choice models and applications.
4. Different ways of approaching customers.
5. Industry analysis, indicators allowing the evaluation of market / industry attractiveness and company's internal strength.
6. Presentations of seminar projects.
7. Sales strategies focused on market share.
8. Case studies focused on designing and launching a new product and forecasting its sales.
9. Situational analysis for the purpose of marketing communication strategy.
10. Designing and budgeting the communication mix.
11. Selecting distribution routes, choosing the distribution strategy, and modifying selected distribution routes - practical applications.
12. Presentations of seminar projects.
13. Evaluation of assignments, harvesting value from sales strategy course.

Support literature:

Basic literature:

1. PORTER, Michael. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York : The Free Press, 1980. 396 s. ISBN 9780029253601.
2. LILIEN, Gary L. - RANGASWAMY, Arwind, - DE BRUYN, Arnaud. Principles of Marketing Engineering and Analytics, 3rd Edition. DecisionPro, Inc., 2018. 328 s. ISBN 978-0985764821.

3. LILIEN, Gary L. - KOTLER, Philip - MOORTHY, Sridhar. K. Marketing Models. Prentice Hall, 1991. 803 s. ISBN 978-0135446447.

Supplementary literature:

1. KOTLER, Philip - KELLER, Kevin L. 2017. Marketing management. 2017. ISBN 978-0-13-385646-0.

2. KOTLER, Philip - KELLER, Kevin L. 2016. Marketing management. India : Pearson India Education Services Pvt. Ltd., 2016. ISBN 978-93-528-6880-3.

3. Enginius: Marketing Engineering Online. Dostupné na internete: <https://www.enginius.biz/>

4. USUNIER, Jean-Claude – LEE, Julie Anne. Marketing Across Cultures, 6th Edition. Pearson, 2012. 478 s. ISBN 978-0273757733.

Syllabus:

Thematic definition of lectures:

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

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

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

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

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

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

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

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

5. Customer-Centric Sales Strategies.

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

6. Competitive Analysis and Types of Competitive Sales Strategies.

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

7. Types of Competitive Sales Strategies.

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

8. Product-Centric Sales Strategies.

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

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

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

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

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

11. Sales strategies focused on distribution – part I.

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

13. Sales strategies focused on distribution – part II.

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

14. Evaluation of sales strategies.

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

Thematic definition of exercises:

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

2. Basic indicators of quantitative market analysis and applications - market potential, market capacity, market saturation. In-depth methods of sales & marketing analysis. Application using the software Marketing Engineering for Excel or Enginius.

3. Customer choice models and applications. Preference elasticity analysis using the Multinomial Logit Model and solving it in ME>Excel or Enginius.

4. Different ways of approaching customers. CLV (Customer Lifetime Value) analysis using ME>Excel or Enginius, and RFM (Recency, Frequency, Monetary Value) model.

5. Industry analysis, indicators allowing the evaluation of market / industry attractiveness and company's internal strength. Methodology for finding a competitive advantage based on differences. Market segmentation - applications (segmentation basis, descriptors, profiles, etc.) and classification. Targeting, up-selling, cross-selling. Application of segmentation and classification using the ME>Excel software or Enginius. Using dendrogram to choose the number of segments according to the loss of information.

6. Presentations of seminar projects. Learning and using presentation and communication skills. Getting feedback.

7. Sales strategies focused on market share. Portfolio analysis, positioning strategies. Application of ME>Excel / Enginius software to create perception maps, preference maps, JointSpace map, and to find the optimal mix of attributes, which is maximizing the market share. GE McKinsey matrix.

8. Case studies focused on designing and launching a new product and forecasting its sales. Using ME>Excel / Enginius to prepare the Conjoint analysis, and to use Bass model, model ASSESSOR, and MS Excel Solver to forecast future sales.

9. Situational analysis for the purpose of marketing communication strategy. Basic components of the communication mix and its use. Assignment of a seminar project focused on creating optimized marketing communication mix. Discussing current trends in marketing communication.
10. Designing and budgeting the communication mix. Applying ADBUG decision-making model to optimize the marketing communication's budget using ME>Excel / Enginius.
11. Selecting distribution routes, choosing the distribution strategy, and modifying selected distribution routes - practical applications. Optimizing the CALLPLAN system using ME>Excel / Enginius.
12. Presentations of seminar projects. Learning and using presentation and communication skills. Getting feedback.
13. Evaluation of assignments, harvesting value from sales strategy course.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 42

A	B	C	D	E	FX
59.52	28.57	9.52	2.38	0.0	0.0

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

Date of the latest change: 08.02.2022

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

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty: Faculty of Business Management	
Course code: KM FPM/ MMB21032/21	Title of course: Strategic management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study: 3.	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 10 % at exercise activity, 30 % seminar work, 60 % written exam	
Student workload: 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, elaboration of seminar work 26 h, preparation for exam 52 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • to acquire knowledge of the causes and meaning of strategic management, • to acquire knowledge of theories and concepts of strategic management, • to acquire knowledge of methods of strategic analysis and synthesis, • to acquire knowledge of business and corporate strategies, • to acquire knowledge of methods of strategy implementation. Competence: <ul style="list-style-type: none"> • to perceive the enterprise creatively, cross-sectionally and compactly, to substantiate the meaning of its current and future existence, • to think creatively and critically about the company's goals, its position in the industry, in the business environment and about the strategy for achieving the goals in the present and the future, • to deduce fundamental and long-term conclusions from the broad picture of reality, which will result in sustainable business making meeting the criteria of social and environmental responsibility. Skill: <ul style="list-style-type: none"> • to acquire the ability to formulate the vision, mission and goals of the company, • to acquire the capacity to carry out an external strategic analysis in a particular company and to identify its possible positions in the industry, • to acquire the ability to develop an internal strategic analysis in a particular company and formulate its competitive advantage, • to acquire the ability to elaborate a strategic synthesis and formulate a business and corporate strategy in a particular company, # to acquire the ability to elaborate a process for implementing the strategy in a particular company. 	
Indicative content: Thematic definition of lectures:	

1. Introduction to strategic management
2. Target orientation of the company
3. Analysis of the external environment of the company
4. Predicting the development of the external environment
5. Analysis of the internal environment of the company
6. Strategic synthesis
7. Business strategies
8. Business strategies in selected situations
9. Corporate strategies
10. Management and evaluation of corporate portfolio
11. Strategy implementation: communication, organization and administration.
12. Strategy implementation: leadership, culture, power, internal conflict.
13. Strategic planning and informal strategy concepts.

Thematic definition of exercises:

1. Clarification of basic concepts of strategic management.
2. Strategic decisions, strategic thinking, strategic managers.
3. Formulation of the vision, mission and goals of the company.
4. Exploring the external environment of the company.
5. Predicting the development of the external environment of the company.
6. Examination of the internal environment of the company.
7. Strategic synthesis and formulation of business strategies.
8. Generic concepts of business strategies.
9. Business strategies in selected situations.
10. Identification and formulation of corporate strategies.
11. Methods of corporate portfolio evaluation.
12. Strategy implementation.
13. Referencing and evaluation of seminar papers.

Support literature:

Basic literature:

1. DESS, Gregory G. – LUMPKIN, G. Tom – EISNER, Alan B. – McNAMARA Gerry. Strategic management. Creating competitive advantages. Ninth edition. New York : McGraw-Hill Education, 2018. 592 s. ISBN: 978-1259098680.
2. GRANT, Robert M. Contemporary Strategy Analysis: Text and Cases. 9th revised edition. Hoboken : John Wiley & Sons, 2016. 848 s. ISBN 9781119941897.
3. ROTHARMEL, Frank T. Strategic management. Concepts and Cases. 3rd Edition. New York : McGraw-Hill/Irwin, 2016. 526 s. ISBN 978-1259913747.

Supplementary literature:

1. BARON, Robert A. – HMIELSKI, Keith M. Essentials of Entrepreneurship. Elgar 2018. 384 s. ISBN 978 1 78811 590 2.
2. BRANDENBURGER, Adam. Strategy needs creativity. HBR March-April 2019.
3. BURNS, Paul. New Venture Creation. London : Palgrave MacMillan, 2014. 484 s. EAN 9781352000504.
4. GANS, Joshua – SCOTT, Erin L. – STERN, Scott. Strategy for start-ups. HBR May-June 2018.
5. MALNIGHT, Thomas W. – BUCHE, Ivy – DHANARAJ, Charles. Put the purpose at the core of your strategy. HBR September-October 2019.
6. MORDEN, Tony. Principles of Strategic Management. Third edition. Ashgate : Routledge, 2017. 640 s. ISBN 9781138297128.
7. NECK, Heidi M. – NECK, Christopher P. – MURRAY, Emma L. Entrepreneurship. The practice and mindset. London : SAGE, 2018. ISBN 9781506376158.

8. SCHMITT, Bernard H. *Stratégia odvážnych*. Bratislava : Eastone Books, 2010. 171 s. ISBN: 978-80-8109-121-6.
9. VOIGT, Kai I. – BULIGA, Oana – MICHL, Kathrin. *Business Model Pioneers*. Berlin : Springer, 2017. 215 s. ISBN 978-3-319-38845-8.

Syllabus:

Thematic definition of lectures:

1. Introduction to strategic management

Definition of the term strategy. Development of theory and practice of strategic management. Development phases of strategic management. Concepts of strategic management. Strategic management process. Levels of strategic management. Executors of strategic management. Strategic thinking.

2. Target orientation of the company

Vision. Mission. Identification of business. The relationship between mission and vision. Mission change. Stakeholders. Mission as a document. Strategic intent. Objectives and hierarchy of objectives. Content of objectives. Formulation of goals.

3. Analysis of the external environment of the company

The nature of the external environment. Macro environment analysis. Industry environment analysis. Parameters and driving forces of the industry. Competitive forces. Monitoring and predicting the behavior of competitors. Evaluation of the overall attractiveness of the industry.

4. Predicting the development of the external environment

Forecasting and forecasting process. Anticipation and adaptation in a volatile external environment. Prognostic methods. Mathematical and statistical methods. Heuristic methods. Goal oriented methods. Anticipating strategic surprises.

5. Analysis of the internal environment of the company

Classification of elements of the internal environment. Competitive advantage. Conditions for the creation of a competitive advantage. Models of competitive advantage. Multivariate analysis of competitive advantage. Sustainability of competitive advantage. Process and methods of internal analysis.

6. Strategic synthesis

SWOT table. Compilation of the strategy according to the SWOT table. Offensive and defensive strategies. Strategy compilation according to the SPACE method. Strategy as a tension between goals and resources. Organization of work in formulating strategy. Strategy visualization. Strategy selection.

7. Business strategies

Contingent typology of business strategies. Generic typologies of business strategies: Porter, Hall, Mintzberg, Miles and Snow, Nelson Valverde. Typology of strategic hours. Best cost strategy (Porter's typology + hybrid strategy).

8. Business strategies in selected situations

Strategies adapted to the structure of the industry. Strategies adapted to the life cycle of the industry. Strategies adapted to the company's position in the industry. Strategies for small enterprises. Strategies for enterprises in crisis. Strategies in cyclical sectors. Strategies in a dynamic and complex environment. Blue ocean strategy.

9. Corporate strategies

Company growth and development. Concentration on one business and transition to diversification. Corporate advantage. Growth strategies. Concentration strategy. Vertical integration strategy. Related diversification strategy. Unrelated diversification strategy. Alliance strategy. Acquisition strategy. Stabilization strategy. Revitalization strategies. Decline strategies.

10. Management and evaluation of corporate portfolio

Characteristics of corporate strategy. Portfolio analysis methods. BCG matrix and its modifications. GEC matrix. Shell matrix. Industry life cycle matrix. Parent matrix. Evaluation

of strategic parameters of business units. Formulation of corporate strategy. Managing a multi business company

11. Strategy implementation: communication, organization and administration.

Structure and conditions of strategy implementation. Communication during implementation. Creating a suitable organizational structure. Alignment of the organizational structure with the strategy. The approaches to the organizational structure influenced by the strategy. Integration and integration mechanisms. Administrative tools. Balanced Scorecard concept. Control systems. Remuneration.

12. Strategy implementation: leadership, culture, power, internal conflict.

Strategic leadership. Company culture. Open cultures. Interests and power. Power bases.

Leader as a coach, agile and prompt leadership. Political skills. Bureaucratic skills. Limits of bureaucracy. Internal conflict.

13. Strategic planning and informal strategy concepts.

Comparison of formal and informal concept of strategy creation. Informal methods and procedures for creating a strategy. Effectiveness of informal methods and procedures of strategy creation. Strategic planning process. Formal documentation of strategic planning. Demands, expectations and paradoxes of strategic planning. Strategic planning in practice. Business models. Thematic definition of exercises:

1. Clarification of basic concepts of strategic management.

Recapitulation of knowledge from the course of Management, the meaning of strategic management, the causes of nascence of strategic management, the content of strategy, strategy versus tactics, the role of competition in strategy formulation, internal and external assumptions for the implementation of effective strategic management.

Assignment of seminar work.

2. Strategic decisions, strategic thinking, strategic managers.

Executives of strategic management. Thinking of strategic managers. Planned and unplanned business strategy. Strategic and tactical decision making. Chapter 1. collections of case studies:

1.1 Generals in ties

1.2 Unplanned and spontaneous strategy

1.3 Strategic managers and strategic thinking

1.4 Strategic and tactical decisions

3. Formulation of the vision, mission and goals of the company.

Target orientation of the company. Reconciliation of values, vision, mission and goals of the company. Content of values, mission, vision and goals of the company. Chapter 2. :

2.1 Formulation of Henkel's company values

2.2 Steve Jobs - the greatest visionary of the IT business

2.3 Formulation of the mission of Virtual Reality Media company

2.4 Company goals

4. Exploring the external environment of the company.

Macro environment analysis. Analysis of the industry and competitive environment. Factors influencing the development of the industry. Identification of strategic groups in the industry.

Chapter 3. :

3.1 Analysis of the technical-technological environment

3.2 Industry analysis of the chemical industry

3.3 Driving forces of business making in industrial branches

3.4 Industry of construction design

5. Predicting the development of the external environment of the company.

Predicting the development of the macro-environment and industry environment of the company based on the identification and prediction of driving forces and the creation of strategic scenarios.

Chapter 4. :

4.1 Business making in wellness
4.2 Foresight in food developments
4.3 The future of electro mobility
4.4 The end of the newspaper?

6. Examination of the internal environment of the company.
Competitive advantage analysis, application of VRIO method, sustainability of competitive advantage. Long-term metamorphoses of the development of the competitive advantage of a mature company. Competitive advantage of a small nascent company. Chapter 5. :

5.1. Examination of Beiersdorf's company competitive advantage
5.2 The structure of the competitive advantage of Komárno Printers company
5.3 Startup Addwork

7. Strategic synthesis and formulation of business strategies.
Application of SWOT synthesis, SPACE, the concept of the blue ocean and bold thinking.
Chapter 6. :

6.1 Kofola - how to beat Coca-Cola and Pepsi-Cola?
6.2 Formulation of business strategy of VTS CR
6.3 Formulation of Xiaomi's business strategy
6.4 Railway transport development strategy
6.5 Developing a strategy of audacious thinking

8. Generic concepts of business strategies.
Application of generic business strategies. Cost leadership, differentiation and specialization strategy. Chapter 7. :

7.1 Retail networks
7.2 Medusa Group
7.3 Aerospool
7.4 Application of selected typologies of business strategies

9. Business strategies in selected situations.
Application of the strategy of a small nascent company, the strategy of a company in a mature industry, the strategy of a company in a dynamic and complex environment and in a crisis.
Chapter 8. :

8.1 Strategy of small nascent company
8.2 Banking in Slovakia
8.3 Strategies in a dynamic and complex environment
8.4 Strategy for companies in crisis

10. Identification and formulation of corporate strategies.
Application of related diversification strategy, unrelated diversification, vertical integration and acquisition strategy. Chapter 9. :

9.1 Matador Holding, Co.
9.2 Penta Investments, investment group
9.3 Zara, Co.
9.4 Kofola, Co.

11. Methods of corporate portfolio evaluation.
Application of BCG matrix with multiple coordinate systems, GEC matrix, industry life cycle matrix and parent matrix. Chapter 10. :

10.1 BCG matrix
10.2 Philip Morris portfolio
10.3 Industry Life Cycle Matrix
10.4 Ironworks Podbrezová

Submission of seminar work.

12. Strategy implementation.

Application of strategy implementation tools. Communication, organizational structure, corporate culture, BSC method. Chapter 11. :

11.1 Communication as a tool for strategy implementation

11.2 Samsung Corporation - adaptation to changes in the business environment

11.3 Corporate culture as a tool for strategy implementation

11.4 Application of the Balanced Scorecard method in the implementation of strategy in a passenger rail transport company

13. Referencing and evaluation of seminar papers.

Granting of the record to AIS.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 49

A	B	C	D	E	FX
10.2	20.41	12.24	20.41	12.24	24.49

Lecturer: prof. Ing. Štefan Slávik, CSc.

Date of the latest change: 02.02.2022

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