

## DESCRIPTION OF COURSE

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Applied Languages	
<b>Course code:</b> KIK FAJ/JJB21613/22	<b>Title of course:</b> Selected Chapters of American Literature
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 <b>Per course:</b> 26 <b>Method of study:</b>	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Requirements to complete the course: Interim evaluation: 40% Final evaluation: 60%	
<b>Student workload:</b> Total study load (in hours): Full-time study: 104 hours 26 hours of seminars 30 hours of preparation for the seminars and for the interim evaluation 48 hours of preparation for the exam	
<b>Teaching results:</b> Teaching Results: Knowledge: <ul style="list-style-type: none"><li>• Acquisition of knowledge about the main development lines in the history of American literature, about their most important representatives and their works.</li></ul> The course is primarily focused on acquiring knowledge in the field of development of American literature and its most important periods. In addition to gaining knowledge of the history of English literature, students will also acquire generally applicable knowledge, broaden their cultural horizon and understand the connections between socio-historical and literary phenomena and events. Based on gaining an overview of individual periods and specific literary works, students will develop personal attitudes to events and their reflections in literature. The given knowledge is also applicable in related subjects and fields of study. Competences: <ul style="list-style-type: none"><li>• deepening critical thinking by reading and analyzing specific literary texts;</li><li>• understanding of basic terminology in the field of literary theory and its correct use in the analysis of literary works;</li><li>• competence to characterize individual literary directions, currents and schools and to abstract these characteristics from a specific literary text;</li><li>• competence in the field of linguistic analysis of a text on the basis of knowledge of the historical, social and cultural background of the period.</li></ul> Skills:	

- skill in the application of literary text analysis procedures - determination of the external and internal structure of the text, type of narrator, classification and characterization of characters, literary space, etc.;
- ability to analyze and express a critical opinion on representative works of selected authors of individual literary directions;
- the ability to assign a literary text to a specific literary period, current or school;
- skill in the intercultural approach to literature - the influence of world literatures on American literature and vice versa.

**Indicative content:**

Indicative content:

- Colonial Period.
- The American Renaissance. Transcendentalism.
- American Romanticism. Gilded Age.
- Realism and Naturalism in American Literature.
- Literature between Word Wars. Literature after the Second World War.
- 20th century American Drama. Postmodernism and contemporary American Literature.

**Support literature:**

Required:

1. LEVINE, Robert S. The Norton Anthology of American Literature. Shorter Ninth Edition. Published by W. W. Norton & Company: New York, 2017. ASIN 0393264513
2. QUINN, Justin et al. Lectures on American Literature. Published by Karolinum: Praha, 2016. ISBN 978-80-246-1996-5
3. Ed. Nina BAYM and col. The Norton Anthology of American Literature. Published by W.W. Norton and Co.: New York, 007 ISBN I3: 978-0393929935

Optional:

1. HOGAN, Patrick C. American Literature and American Identity. Published by Routledge: London, 2020. ISBN 9780367473792
2. HART, James D. The Oxford Companion to American Literature. Published by Oxford University Press: Oxford, 2004. ISBN: 9780195065480

**Syllabus:**

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 84

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

**Lecturer:** Mgr. Silvia Adamcová, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:**

## DESCRIPTION OF COURSE

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

- Obtaining new knowledge and skills usable on the financial market – especially about its individual segments, instruments and legislation.

**Indicative content:**

Thematic definition of seminars:

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

**Support literature:**

Basic literature:

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

Supplementary literature:

1. VINEY, Christopher - PHILIPS, Peter. Financial Institutions, Instruments and Markets. 8th edition. McGraw-Hill Education. 2015. 784 pp. ISBN 978-17-4307-995-9.
2. CHISHOLM, Andrew M. An Introduction to International Capital Markets: Products, Strategies, Participants. 2nd Edition. Wiley. 2009. 448 s. ISBN 978-0470758984.
3. PILBEAM, Keith. Finance and Financial Markets. 4th Edition. Red Globe Press. 2018. 526 pp. ISBN 978-02-3023-321-8.
4. ROSS, Stephen - WESTERFIELD, Randolph - JAFFE, Jeffrey - JORDAN, Bradford. Corporate Finance. 12th Edition. McGraw-Hill Education. 2019. 1040 pp. ISBN 978-12-599-1894-0.
5. TALEB, Nassim N. Antifragile: How to Live in a World We Don't Understand. Penguin UK, 2012. 519 pp. ISBN 978-1846141560.
6. VINOD D. Hrishikesh - REAGLE, Derrick. Preparing for the Worst: Incorporating Downside Risk in Stock Market Investments. Wiley-Interscience, 2007. 320 pp. ISBN 978-0471234425.

7. DAMODARAN, Aswath. Applied Corporate Finance. 4th Edition. Chichester : Wiley, 2014. 656 pp. ISBN 978-1118808931.

**Syllabus:**

Thematic definition of seminars:

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

Calculation of the holding return for an investor who held the Certificate of deposit only for a certain period of time.

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

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

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

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

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

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

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

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** Ing. Peter Badura, PhD.

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

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

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

**Support literature:**

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

**Syllabus:**

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** prof. Ing. Martin Lábaj, PhD., Ing. Erika Majzlíková, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

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

12. Presentation of the final project.

**Support literature:**

- Burt, J., E., Barber, G., M., Rigby, D., L., 2009. Elementary statistics for geographers. Third Edition. The Guilford Press, New York
2. Anselin, L. et al. (2020). GeoDa Workbook. University of Chicago. Dostupná on line <https://geodacenter.github.io/documentation.html>
3. Fischer, M., Getis, A., ed. 2010. Handbook of Applied Spatial Analysis. Springer, Berlin.

**Syllabus:**

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

English, Slovak

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** doc. Ing. Štefan Reháč, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Reháč, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KBaMF NHF/ NNC21054/21	<b>Title of course:</b> Banking
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10% written work 10% semester seminar work, resp. project 10% continuous processing of tasks, worksheets resp. case studies 70% written exam Total study load (in hours): 26 hours of lectures 26 hours of exercises 65 hours of self-study in preparation for the exam 13 hours preparation for seminars 13 hours elaboration of a semester project, 13 hours preparation for written work.	
<b>Student workload:</b>	
<b>Teaching results:</b> Completion of the subject "Banking" presupposes the development of key competencies in the areas of new knowledge, competencies and skills. Progress in the field of new knowledge is evident after completing the course. Students will understand the system of banking, the principles of economics and the functioning of commercial banks, individual products, operations, requirements for the stability of banks and the overall business of banks. Based on the above knowledge, students are able to solve the assigned tasks in the practice of commercial banking, acquire the basics of critical thinking and can assess the advantages and disadvantages of individual banking procedures from the bank's point of view and from the client's point of view. As part of the educational process, they will acquire such skills that will enable students to perform executive and managerial tasks related to procedures and processes in a commercial bank.	
<b>Indicative content:</b> 1. Banking system, characteristics of the bank as a business entity <ul style="list-style-type: none"> <li>• One-tier and two-tier banking system</li> <li>• Breakdown of banks according to individual criteria</li> <li>• Organizational forms of foreign banks.</li> </ul>	

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

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

**Support literature:**

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

**Syllabus:**

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

english language

**Notes:**

**Assessment of courses**

Total number of evaluated students: 27

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
7.41	0.0	0.0	11.11	29.63	18.52	29.63	3.7	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Natália Zelenková, PhD.

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava											
<b>Faculty:</b> Faculty of Commerce											
<b>Course code:</b> KOP OF/NOE21056/21			<b>Title of course:</b> Basic of Law (in English)								
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 <b>Per course:</b> 26 <b>Method of study:</b> present											
<b>Number of credits:</b> 3											
<b>Recommended semester/trimester of study:</b> 2.											
<b>Degree of study:</b> I., N											
<b>Prerequisites:</b>											
<b>Requirements to complete the course:</b>											
<b>Student workload:</b>											
<b>Teaching results:</b>											
<b>Indicative content:</b>											
<b>Support literature:</b>											
<b>Syllabus:</b>											
<b>Language whose command is required to complete the course:</b>											
<b>Notes:</b>											
<b>Assessment of courses</b> Total number of evaluated students: 5											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
60.0	0.0	0.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b> JUDr. Ľubomír Zlocha, PhD., JUDr. Mgr. Eva Tináková, PhD.											
<b>Date of the latest change:</b> 08.02.2023											
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochoťnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.											

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC21025/21	<b>Title of course:</b> Business Economy (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 2., 4.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English)	
<b>Requirements to complete the course:</b> 30% continuous written work, 70% written examination	
<b>Student workload:</b> 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation for credit test 26 h, preparation for exam 52 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"> <li>• A comprehensive view of the enterprise and its economic activity through the definition of its transformation process with special attention to the analysis of the enterprise production factors, enterprise activities and value relationships.</li> </ul> Competence: <ul style="list-style-type: none"> <li>• critically evaluate the course and specifics of the business transformation process in individual types of enterprises according to the nature of their business,</li> <li>• characterize the essence and evaluate the use of enterprise production factors with impact on the value processes of the enterprise,</li> <li>• propose solutions and defend conclusions or recommendations to increase the efficiency of business operations.</li> </ul> Skill: <ul style="list-style-type: none"> <li>• perform basic business analyses in the field of human resources, with particular attention to monitoring labour efficiency indicators,</li> <li>• perform calculations to evaluate the use of non-current and current assets of the enterprise and evaluate the results obtained,</li> <li>• perform basic business analyses in the area of corporate activities,</li> <li>• perform basic business analyses in the area of value processes.</li> </ul>	
<b>Indicative content:</b> Thematic definition of lectures: <ol style="list-style-type: none"> <li>1. Enterprise transformation process.</li> <li>2. Human resources of the enterprise.</li> <li>3. Staff remuneration.</li> <li>4. Labour productivity.</li> </ol>	

5. Assets of the enterprise.
  6. Disposal of non-current assets, effect of residual value on profit or loss.
  7. Current assets nature, structure, cycle and turnover.
  8. Costs of the enterprise.
  9. Costs during the transformation process of the enterprise.
  10. Purchase of material inputs.
  11. Production activity of the enterprise.
  12. Selling products, the nature and tasks of sales, market research.
  13. Financial management of the enterprise.
- Thematic definition of exercises:
1. Classification of production factors.
  2. Determination of the need for workers.
  3. Calculation, prerequisites for introduction, advantages and disadvantages of time, piece rate and provision wage.
  4. Determination of labour productivity.
  5. Valuation and depreciation of assets under the Income Tax Act.
  6. Static and dynamic structure of current assets.
  7. Calculation and evaluation of indicators of the use of non-current and current assets.
  8. Impact of capacity utilisation on total costs.
  9. Break-even point analysis and its use in managerial decision making.
  10. Balancing purchasing needs.
  11. Semester knowledge check.
  12. Turnover dynamics.
  13. Calculation of profitability and liquidity ratios.

**Support literature:**

1. BAYE, Michael - PRINCE, Jeffrey T. Managerial Economics & Business Strategy (Mcgraw-hill Series Economics). New York : McGraw-Hill Education, 2017. 548 s. ISBN 978-1259251382.
2. GAJDOVÁ, Denisa - KRIŽAN, Martin. Enterprise and Business Economics. Vydavateľstvo EKONÓM, 2016. ISBN 978-80-225-433-0.

**Syllabus:**

Thematic definition of lectures:

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

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

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 12

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
33.33	0.0	0.0	33.33	8.33	0.0	25.0	0.0	0.0	0.0	0.0	0.0

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

**Date of the latest change:** 09.02.2023

**Approved by:** Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Lubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Applied Languages	
<b>Course code:</b> KAJ FAJ/VJA2113/21	<b>Title of course:</b> FL 1 - Business English for Advanced Students II. (13)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 <b>Per course:</b> 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 3	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Activity at seminars – 20 % Assessment of homework -10 % The result of a final exam – 70 %	
<b>Student workload:</b> 78h (participation in seminars 26 h, preparation for seminars 16 h, preparation for the exam 36 h)	
<b>Teaching results:</b> <b>Knowledge:</b> - acquisition of theoretical knowledge of the characteristics and basic features of the English professional language. - the student can characterise and identify the basic features of professional language in a text and knows the principles of the production of professional economic texts in theoretical and practical terms. <b>Competences:</b> - know the basic principles of the functioning of professional language, - the student can use receptive and productive language skills at the required level, - understands longer speeches and conversations; understands longer professional texts with a complex structure; can express himself/herself adequately on general and professional topics and formulate ideas and attitudes clearly, - in writing, can produce clear, well-organized, and detailed text on complex professional economic topics, demonstrating mastery of compositional techniques, connective expressions, and means of cohesion, - use flexibly and effectively the acquired linguistic knowledge, which is essential for the student's successful application in practice, for professional purposes. <b>Skills:</b> - apply the acquired skills in working with professional texts, e.g. seminar papers, final thesis, case studies, - apply appropriate linguistic strategies related to the production of professional texts (use of appropriate lexical, stylistic, morphosyntactic devices) in the target language,	

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

**Indicative content:**

**Support literature:**

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

**Syllabus:**

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 956

A	B	C	D	E	FX
27.41	26.05	21.34	14.64	5.54	5.02

**Lecturer:** Mgr. Michaela Čiefová, PhD., PaedDr. Zuzana Hrdličková, PhD., Mgr. Ivana Kapráliková, PhD., Mgr. Linda Krajčovičová, PhD., PaedDr. Žaneta Pavlíková, PhD., PhDr. Jarmila Rusiňáková, PhD.

**Date of the latest change:** 14.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KIM FPM/ MMA21018/21	<b>Title of course:</b> Business Information System (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KIM FPM/MMA21012/21-Business Informatics	
<b>Requirements to complete the course:</b> 30 % continuous written work, 70 % written examination	
<b>Student workload:</b> 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, preparation for written work 26 h, preparation for exam 52 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• A comprehensive view of the possibilities of using business information systems to support business processes in relation to the application architecture of IS based on the management level and functional areas of the enterprise.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• effectively use information systems to support implemented business processes in the enterprise as a whole, in individual functional areas of the enterprise and at individual management levels,</li> <li>• to propose criteria for the selection of ERP solutions taking into account the operation of the enterprise, its specifics and functionality requirements,</li> <li>• actively participate in the analysis of the functionality requirements of ERP solutions from the perspective of a specific business unit,</li> <li>• actively participate as a member of the ERP solutions implementation project team representing the interests of a specific business unit,</li> <li>• assess the current use of information systems in the management of selected business processes, taking into account current development trends in the field of information systems in relation to the possibilities of their application within the current information system architecture.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• use information systems to support business processes,</li> <li>• define criteria for the selection of information systems,</li> <li>• define the required functionality of information systems,</li> <li>• analyse the market of available ERP system solutions,</li> <li>• obtain output data from various information systems for small and medium-sized enterprises,</li> <li>• model business processes,</li> <li>• manage customer relations through CRM systems,</li> </ul>	

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

**Indicative content:**

Thematic definition of lectures:

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

Thematic definition of exercises:

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

**Support literature:**

Basic literature:

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

Supplementary literature:

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

3. MARAKAS, George M. - O'BRIAN, James A. Introduction to information systems. Sixteenth Edition. New York : McGraw-Hill/Irwin, 2013. 732 s. ISBN 9780073376882.
4. TURBAN, Efraim –POLLARD, Carol. Information Technology for Management: Digital Strategies for Insight, Action and Sustainable Performance. Hoboken : John Wiley & Sons, 2017. 504 s. ISBN 978-1-118-89782-9.

**Syllabus:**

Thematic definition of lectures:

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

Thematic definition of exercises:

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

13. Information systems in business practice - case studies, case study of the use of various information systems in business management, current status - use of information systems in business practice. Presentations of case studies and seminar papers of students.					
<b>Language whose command is required to complete the course:</b> English					
<b>Notes:</b>					
<b>Assessment of courses</b> Total number of evaluated students: 80					
A	B	C	D	E	FX
22.5	21.25	23.75	20.0	7.5	5.0
<b>Lecturer:</b> Ing. Matej Černý, PhD., doc. Ing. Anita Romanová, PhD.					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blštáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava					
<b>Faculty:</b> Faculty of Commerce					
<b>Course code:</b> KSaCR OF/ OOC21172/21		<b>Title of course:</b> Case Studies in Tourism (in German)			
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 <b>Per course:</b> 26 <b>Method of study:</b> present					
<b>Number of credits:</b> 4					
<b>Recommended semester/trimester of study:</b> 6.					
<b>Degree of study:</b> I., N					
<b>Prerequisites:</b>					
<b>Requirements to complete the course:</b>					
<b>Student workload:</b>					
<b>Teaching results:</b>					
<b>Indicative content:</b>					
<b>Support literature:</b>					
<b>Syllabus:</b>					
<b>Language whose command is required to complete the course:</b>					
<b>Notes:</b>					
<b>Assessment of courses</b> Total number of evaluated students: 0					
A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b> doc. Ing. Anna Micháľková, PhD., Ing. Jozef Gáll, PhD.					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Dana Benešová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Viera Kubičková, PhD., Person responsible for the delivery, development and quality of the study programme doc. RNDr. Kvetoslava Matlovičová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anna Micháľková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Monika Naďová Krošľáková, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KSaCR OF/ OOC21166/21	<b>Title of course:</b> Catering
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 4 <b>Per course:</b> 52 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Activity of the students on exercises, individual project, oral exam. Seminars 40 %, of which: Activity of the student: 20 % Elaboration of an individual project: 20 % Oral exam: 60 %	
<b>Student workload:</b> Working load: 104 hours, of which: Participation on exercises: 26 hours Preparation for the exercises: 12 hours Processing of the semester project: 12 hours Preparation for the written verification of the knowledge: 12 hours Preparation for the examination: 42 hours	
<b>Teaching results:</b> <b>Knowledge</b> The student will gain knowledge about the basic need of a man – Nutrition and its realization by the catering and ability to manage commercial catering facilities and social catering facilities. <b>Skills</b> The student will gain skills to manage commercial catering facilities and social catering facilities and the ability to create f the catering offer for the various client segments in relation to the gender, age, social group. <b>Competences</b> The student will be able to make decision about the suitable and unsuitable nutrition and catering for the different client segments in relation to the gender, age, social groups.	
<b>Indicative content:</b> The content of the subject Catering is concentrated on the nutrition of a man and its realization. The creation of the offer of food and beverages. The control of costs and revenues. The purchase, storage, production, realization and distribution of the food and beverages. The Commercial and Social catering management.	

**Support literature:**

BOOTH, M. L. Catering Business Startup Success: How to Start, Run, and Grow a Catering Business Successfully. Streets of Dream Press. 2020. 174 s. ISBN-13 : 979-8633515473

BODE, S. The Food Service Professionals Guide To Successful Catering: Managing the Catering Operation for Maximum Profit. Atlantic Publishing Group Inc. 2003. 144 s. ISBN 9780910627221

CROCKNELL, H. L., KAUFFMANN, R. J., NOBIS, G. Practical Professional Catering Management. London : MacMillan Press. 2000. 359 s. ISBN 0-333-66555-4

MATTEL, B. Catering: A Guide to Managing a Successful Business Operation 2nd Edition. The Culinary Institute of America. 2016. ISBN-10: 9781118137970

**Syllabus:****1/ Man and Nutrition**

Positives of healthy nutrition. Negatives of unhealthy nutrition. Nutrition tables. Application of the selected nutrition software. Application of nutrition calculators. The importance of the healthy catering for the society.

**2/ Nutrition and selected client segments**

Nutrition and the client segmentation. Mother nutrition. Children nutrition. Teenager nutrition. Adult nutrition. 40+ nutrition. 50+ nutrition. 65+ nutrition.

**3/ Gastronomy – History**

Prehistory nutrition. The structure of the nutrition and its influence on the human being. The gastronomy of the Antique Greece. Gastronomy of the Ancient Rome and Roman Empire. Middle age gastronomy. The Innovation trends in French gastronomy of the 19.-th. Century.

**4/ Gastronomy in the present time**

20.-th. Century Gastronomy. The influence of WWI. On the catering of the armies and civilians. The industrial production of the food stuffs, foods, beverages and products. The influence WWII. on the nutrition and the catering on the armies and citizens. The industrial production of the food stuffs, foods, beverages and products. Convenience Cooking. Fast Food. Slow Food.

**5/ Gastronomy of the future**

The Cooks experts, education, specialization, professionalism. The different views on the problems of catering and gastronomy. The cooperation between the professional Cooks and nutrition experts. The future way for the healthy nutrition and healthy catering on the local, regional, national and continental level. World Health Organization (WHO) , Polity of the healthy nutrition of the citizens.

**6/ Commercial Catering**

Commercial Catering, characteristics. The strong and weak sides of the Commercial Catering. The needed and selection of the employees. For the work position in the Commercial Catering. The Education, professionalism of the of the Commercial Catering.

**7/ Commercial Catering – Facilities**

The organization of the Commercial Catering facilities on the local, regional, continental and global level. The characteristics of the selected types of the facilities of the Commercial Catering.

**8/ Commercial Catering – Client Segmentation**

The client segmentation created on the base of the Commercial Catering.

The client segmentation by the different accesses of various social groups and cultures. The client segmentation in relation to the age.

**9/ Social Catering**

Social Catering characteristics. Strong and weak sides of the Social Catering. Organizational structure. The need and choice of the employees for the Social Catering. The education, professionalism, specialization of the employees for the Social Catering.

**10/ Social Catering – Facilities**

The organization of Social Catering facilities on local, regional and state level. The characteristics of the selected types of the Social Catering facilities.

#### 11/ Social Catering – Client Segmentation

The client segmentation based by the creation of the social policy of the social demand in the Social Catering. The client segmentation based on the access to different social cultures. The client segmentation by the age criteria.

#### 12/ Spa Catering

The historical development of the spa catering. The clients of the Spa Tourism and their need for the view of Spa Catering. The overview of the most frequent diet catering programs and plans for the guests.

#### 13/ Congress Catering

The historical development of the Congress Tourism. The catering of the Congress Tourism in the selected countries in relation to the cultural traditions. Congress Tourism in the Slovak republic. The catering cooperation of the Banquet Department with Congress Hall Management. Continental Congress Catering

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

The subject Catering is taught in Slovak language and in relation to demand in the English language also. Literature for this subject is in English language. There is a necessary that the student knows English language. The knowledge of the Slovak language and English language is necessary.

#### **Notes:**

#### **Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** Mag. (FH) Radúz Dula, PhD., Ing. Samuel Chlpek

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

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

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

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

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21034/21	<b>Title of course:</b> Control (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> 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)	
<b>Requirements to complete the course:</b> 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).	
<b>Student workload:</b> 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)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• A comprehensive overview at the function of management controlling.</li> <li>• 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).</li> <li>• 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.</li> <li>• 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.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• Using the control process to correct errors, minimize threats and weaknesses, and maximize opportunities and strengths of the department or micro and small business.</li> <li>• Designing a control system for a particular department or micro and small enterprise consisting of personnel, professional or technical capabilities.</li> <li>• Optimization of the established control system of the enterprise for better functioning.</li> </ul>	

**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: 5

A	B	C	D	E	FX
60.0	40.0	0.0	0.0	0.0	0.0

**Lecturer:** doc. Ing. Juraj Mišún, PhD.

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

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

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

### **Indicative content:**

Thematic definition of lectures:

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

Thematic definition of exercises:

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

### **Support literature:**

Basic literature:

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

Supplementary literature:

1. BERK, Jonathan - DEMARZO, Peter. Corporate Finance. Harlow : Pearson, 2020. 1181 s. ISBN 978-1292-30415-1.
2. VINCZEOVÁ, Miroslava - KRIŠTOFÍK, Peter. Corporate finance. Banská Bystrica : Matej Bel University, 2013. 133 s. ISBN 978-80-557-0490-6.
3. CORRELI, Angelo. Analytical Corporate Finance. New York : Springer International Publishing AG, 2018. 501 s. ISBN 3319957619.

### **Syllabus:**

Thematic definition of lectures:

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

Thematic definition of exercises:

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 25

A	B	C	D	E	FX
12.0	20.0	24.0	20.0	8.0	16.0

**Lecturer:** Ing. Simona Kosztanko, PhD., prof. Ing. Peter Markovič, PhD., DBA

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Applied Languages	
<b>Course code:</b> KJaT FAJ/JJC21726M/22	<b>Title of course:</b> The corpus as an auxiliary tool for the translation and analysis of texts in German
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 <b>Per course:</b> 26 <b>Method of study:</b>	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> II.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Interim evaluation: 40% Final evaluation: 60%	
<b>Student workload:</b> Total study load (in hours): Full-time study: 104 hours 26 hours of seminars 30 hours of preparation for the seminars and for the interim evaluation 48 hours of preparation for the exam	
<b>Teaching results:</b> Knowledge: - Acquisition of theoretical knowledge of language material analysis strategies that allow for increasing language sensitivity (e.g. through statistically substantiated relevant collocations or by being able to distinguish the meaning of frequently confused - equally or similarly sounding words in the target language based on contextual information). Competences: - Acquisition of competence to obtain relevant data from corpora and to derive information based on their interpretation that will streamline the translation process and / or be useful in the analysis of language material. Skills: - Acquisition of the skill to apply specific procedures aimed at solving translation problems and difficulties, to reveal the so-called treacherous words (faux amis), to search for content, stylistically and pragmatically suitable other language equivalents. Acquisition of such skills will significantly increase the level of quality of the translation process, esp. translation as a result of this process and will fundamentally contribute to the acquisition of language skills and to the improvement of the student's communication skills in the target (and possibly also in the source) language.	
<b>Indicative content:</b> - Introduction to the work with corpora, German and Slovak corpora, finished corpora, possibilities of compiling own corpora - Corpus structure, corpus types – on the example of specific German and Slovak corpora	

- Possibilities of searching and utilizing other functions available in corpora in general – on the example of specific German and Slovak corpora
- Possibilities of solving selected translation problems and translation difficulties through working with the corpus
- Text analysis (morphological, word-formation and semantic levels) through working with the corpus as a tool for increasing communication competence in the (target) language
- Text analysis (syntactic, stylistic and pragmatic levels) through working with the corpus as a tool for increasing communication competence in the (target) language

### Support literature:

Required:

1. HIRSCHMANN, Hagen. Korpuslinguistik: Eine Einführung. Stuttgart: Metzler, 2019. 240 pp. ISBN 9783476054937.
2. ŠIMKOVÁ, Mária. – GAJDOŠOVÁ, Katarína. Slovenský národný korpus. Používanie, príklady, postupy. Bratislava: Jazykovedný ústav Ľ. Štúra SAV, 2020. 336 pp. ISBN 978-80-99987-00-6.

Optional:

1. PIOSIK, Michal. – WOZNICKA, Marta. – TABOREK, Janusz. Korpora in der Lexikographie und Phraseologie: Stand und Perspektiven. Berlin: De Gruyter, 2021. 240 pp. ISBN 13: 9783110716801.
2. LEMNITZER, Lothar – ZINSMEISTER, Heike. Korpuslinguistik: Eine Einführung. Tübingen: Narr Francke Attempto, 2015. LEMNITZER, Lothar – ZINSMEISTER, Heike LEMNITZER, Lothar – ZINSMEISTER, Heike 224 pp. ISBN: 9783823368861
3. SCHERER, Carmen. Korpuslinguistik. Heidelberg: Universitätsverlag WINTER, 2014. 100 pp. ISBN: 9783825363147
4. PERKUHN, Rainer. – KEIBEL, Holger. – KUPIETZ, Marc. Korpuslinguistik. Paderborn: Wilhelm Fink, 2012. 144 pp. ISBN 978-3-11-053674-4
5. ŠIMKOVÁ, Mária – GAJDOŠOVÁ, Katarína – KMEŤOVÁ, Beáta – DEBNÁR, Marek. Slovenský národný korpus. Texty, anotácie, vyhľadávania. Bratislava: Jazykovedný ústav Ľ. Štúra SAV, 2017. 168 pp. ISBN 978-80-88814-98-6.
6. TUHÁRSKA, Zuzana. Quality translations of legal texts in the context of the methods of corpus analysis. In European Journal of Social and Human Sciences. Banská Bystrica: Matej Bel University, 2016. - ISSN 1339-6773. - online, vol. 10, no. 2 (2016), pp. 82-88. [Elektronický zdroj, spôsob prístupu: [http://ejshs.net/journals\\_n/1469019798.pdf](http://ejshs.net/journals_n/1469019798.pdf)]. - Článok je evidovaný v databáze ERIH PLUS

### Syllabus:

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

German, Slovak

#### Notes:

#### Assessment of courses

Total number of evaluated students: 0

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

**Lecturer:** doc. Mgr. Zuzana Gašová, PhD.

**Date of the latest change:** 09.02.2023

**Approved by:**

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC21027/21	<b>Title of course:</b> Cost Controlling (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KPH FPM/MMC21025/21-Business Economy (in English) or KPH FPM/MMC21026/21-Microeconomics (in English)	
<b>Requirements to complete the course:</b> 30 % midterm exam, 70 % written exam	
<b>Student workload:</b> 130 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for midterm exam 26 h, preparation for final exam 26 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• Student will gain comprehensive knowledge about the cost management using controlling tools. He analyzes the causes of costs and knows the possibilities of their allocation to cost objects and cost units. He can objectively assess the rationality and efficiency of production factors consumption during the life cycle of a product and a company. He gains the knowledge of how to communicate information, problems, and solutions at the middle and senior level of management. He can compare the results of several phenomena and periods in different ways. He generalizes knowledge and uses it to predict the future development of production factors consumption and product creation.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• Expertise and knowledge, practical skills, and abilities to work independently in a managerial position with a focus on cost controlling.</li> <li>• Ability to perform certain managerial functions effectively in accordance with assigned authority and general expectations.</li> <li>• Flexibility in performing various structured tasks.</li> <li>• Participation in strategy creation and in defining and planning main business goals, participation on information and resource management.</li> <li>• Critical evaluation of the risks, course, and specifics of the value-creating process.</li> <li>• Designing solutions and defending conclusions or presenting recommendations to increase the efficiency of business activities, esp. production.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• Student independently compiles various types of calculations and budgets, evaluates the suitability of already applied procedures in the company.</li> </ul>	

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

**Indicative content:**

Thematic definition of lectures:

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

Thematic definition of exercises:

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

**Support literature:**

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

**Syllabus:**

Thematic definition of lectures:

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

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

2. Calculation System. Types of Cost Calculations.

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

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

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

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

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

5. Budgeting Methods. Annual Budgets.

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

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

#### 6. Internal Budgets. Budgetary Control.

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

#### 7. Marginal Costing.

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

#### 8. Differential Methods. Standard Costs and Variances.

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

#### 9. Process Costing and Job-Order Costing.

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

#### 10. Activity Based Costing

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

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

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

#### 12. Performance Measurement in Decentralized Organizations

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

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

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

Thematic definition of exercises:

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

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

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

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

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

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

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

4. Surcharge calculation.

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

5. Budgets and budgeting. Types and forms of budgets. Budgeting methods. Annual budgets.

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

6. Internal Budgets. Budgetary Control.

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

7. Marginal Costing.

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

#### 8. Differential Methods. Standard Costs and Variances.

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

#### 9. Process Costing and Job-Order Costing.

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

#### 10. Activity Based Costing.

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

#### 11. Target Costing and Life-Cycle Costing.

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

#### 12. Performance Measurement in Decentralized Organizations. Midterm exam.

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

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

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

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

English					
<b>Notes:</b>					
<b>Assessment of courses</b>					
Total number of evaluated students: 16					
A	B	C	D	E	FX
68.75	12.5	12.5	6.25	0.0	0.0
<b>Lecturer:</b> Ing. Monika Raková, PhD., Ing. Peter Štetka, PhD., doc. Ing. Miroslav Tóth, PhD.					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC21034/21	<b>Title of course:</b> Corporate Social Responsibility (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b> 6.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English) or KM FPM/MMB21040/21-Management (in English) or KPH FPM/MMC21025/21-Business Economy (in English)	
<b>Requirements to complete the course:</b> 30% active participation over the semester, group work - solving case studies of ethical problems (actual data directly from the company) and its presentation; 70% written final exam - combination of theoretical part and elaboration of a concrete case study	
<b>Student workload:</b> 104 h - attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 13 h, individual work 13 h, preparation for final exam 26 h	
<b>Teaching results:</b> <b>Knowledge:</b> After completing the module, students should be able to: <ul style="list-style-type: none"> <li>• understand that performing responsible business is the standard economic activity of a company,</li> <li>• solve any economic problems in parallel with the liability requirements,</li> <li>• be familiar with the ethical minimum of responsible business – basic legislation,</li> <li>• master existing systems of standards, initiatives, and indices of responsible business,</li> <li>• navigate through the system of domestic and international institutions providing guarantee and support for responsible business,</li> <li>• master the basic methodology of controlling and reporting of responsible business,</li> <li>• use a functioning system of responsible business to increase the company’s credibility more successfully.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• apply theoretical knowledge of general ethics creatively and understand the essence of ethical principles used in common practice,</li> <li>• be able to navigate themselves through an ethical minimum – essential legislation concerning the company and a specific group of stakeholders,</li> <li>• understand the context between business ethics and responsible business and be able to identify them in practice,</li> <li>• evaluate the relevance of the information in integrated reports on ethical behavior for each stakeholder group,</li> </ul>	

- analyze and solve any economic problem in line with its ethical side.

Skills:

After completing the module, students should be able to:

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

**Indicative content:**

Topics of lectures:

Week 1 Fundamental Principles of Corporate Social Responsibility (CSR)

Week 2 Basic Principles of Stakeholder Theory

Week 3 Social Support System for Responsible Business

Week 4 The Essence of Responsible Business

Week 5 Institutionalization of Responsible Business

Week 6 Responsible Business in Relation to Human Capital

Week 7 Responsible Business in Relation to Consumer Protection

Week 8 Responsible Business in Relation to the Community

Week 9 Responsible Business in Relation to the Environment

Week 10 Responsible Business and International Relations I.

Week 11 Responsible Business and International Relations II.

Week 12 Responsible Business Reporting I.

Week 13 Responsible Business Reporting II.

Topics of seminars:

Week 1 Fundamental principles of CSR

Week 2 Basic Principles of Stakeholder Theory

Week 3 Social Support System for Responsible Business

Week 4 The Essence of Responsible Business

Week 5 Institutionalization of Responsible Business

Week 6 Responsible Business in Relation to Human Capital

Week 7 Responsible Business in Relation to Consumer Protection

Week 8 Responsible Business in Relation to the Community

Week 9 Responsible Business in Relation to the Environment

Week 10 Responsible Business and International Relations I.

Week 11 Responsible Business and International Relations II.

Week 12 Responsible Business Reporting I.

Week 13 Responsible Business Reporting II.

**Support literature:**

Basic literature:

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

2. MITRA, Nayan - SCHMIDPETER, René. Mandated Corporate Social Responsibility. Berlin : Springer, 2020. 254 s. ISBN 978-3-030-24444-6.

3. PAIVA, Inna S. - CARVALHO, Luísa C. Conceptual and Theoretical Approaches to Corporate Social Responsibility, Entrepreneurial Orientation, and Financial Performance. IGI Global, 2020. 369 s. ISBN 978-1-7998-2130-4.

4. DELBARD, Oliver. The Corporate Social Responsibility Agenda: The Case for Sustainable and Responsible Business Hardcover. World Scientific Publishing Co. 2020. 196 s. ISBN 978-9-8112-0659-7.
  5. TUNCA, Çalyurt. K. New Approaches to CSR, Sustainability and Accountability, Volume I. Berlin : Springer, 2020. 271 s. ISBN 978-981-329-588-9.
- Complementary literature:
1. KESSEDJIAN, Catherine - RIVERA, Humberto C. Private International Law Aspects of Corporate Social Responsibility. Berlin : Springer, 2020 . 791 s. ISBN 978-3-03035-186-1.
  2. CHANDLER, David. Strategic Corporate Social Responsibility: Sustainable Value Creation. London : SAGE Publications, Inc, 2019. 480 s. ASIN B07W14GB23.
  3. RENDTORFF, Jacob D. Philosophy of Management and Sustainability: Rethinking Business Ethics and Social Responsibility in Sustainable Development. Bingley : Emerald Publishing, 2019. 264 s. ISBN 978-1-78973-454-6.
  4. REZAEI, Zabihollah - FOGARTY, Timothy. Business Sustainability, Corporate Governance, and Organizational Ethics. Hoboken : John Wiley & Sons, 2019. 992 s. ISBN 978-1-11960-145-6.
  5. BECKER, Christian U. Business Ethics. Methods and Application. London : Routledge, 2018. 200 s. ISBN 978-1138493681.
  6. IDOWU, Samuel O. - SITNIKOV, Catalina. Current Issues in Corporate Social Responsibility: An International Consideration. Berlin : Springer, 2019. 286 s. ISBN 978-3-31988-938-2.
  7. MCWILLIAMS, Abigail - RUPP, Deborah E - SIEGEL, Douglas S. The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives. Oxford : Oxford University Press, 2019. 720 s. ISBN 978-0-198-80228-0.
  8. ANTONARAS, Alexandros - DEKOULOU, Paraskevi. Cases on Corporate Social Responsibility and Contemporary Issues in Organizations. Pennsylvania : IGI Global, 2019. 402 s. ISBN 978-1-5225-7715-7.
  9. VOPAT, Mark C. - TOMHAVE, Alan. Business Ethics. The Big Picture. Peterborough : Broadview Press, 2018. 325 s. ISBN 978-1-55481-430-5.
  10. ZEYEN, Anica - BECKMANN, Markus. Social Entrepreneurship and Business Ethics. London : Routledge, 2018. 254 s. ISBN 978-1138079946.

### **Syllabus:**

Topics of lectures:

**Week 1 Fundamental Principles of Corporate Social Responsibility (CSR)**

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

**Week 2 Basic Principles of Stakeholder Theory**

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

**Week 3 Social Support System for Responsible Business**

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

**Week 4 The Essence of Responsible Business**

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

#### Week 5 Institutionalization of Responsible Business

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

#### Week 6 Responsible Business in Relation to Human Capital

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

#### Week 7 Responsible Business in Relation to Consumer Protection

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

#### Week 8 Responsible Business in Relation to the Community

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

#### Week 9 Responsible Business in Relation to the Environment

The topic mainly focuses on the attributes and determinants of the relationship of responsible business to the environment. Conceptual classification: ecology, environmental studies, and the environment from an economic and ethical aspect. Care for the environment. Ethical minimum in the environment in the Slovak Republic and the E.U. Environmental management system. Positives and negatives of the implemented environmental management system. Comparison of ISO 14001 and EMAS elements. Application of the PDCA model in the implementation of an environmental management system.

#### Week 10-11 Responsible Business and International Relations

The topic is predominantly focused on the attributes and determinants of responsible business in an international context. Characteristics of the global system. Synergistic effect of business determinants from the perspective of economy and responsible business. Application of the

principle of conceptual relativity. Businesses in the conditions of globalization. Closing business alliances. Basic categories of regional interest from the aspect of globalization. Application of the principles of responsible business in companies in globalization. Agenda 2030 for sustainable development. E.U. strategy in the field of responsible business.

#### Week 12-13 Responsible Business Reporting

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

Topics of seminars:

#### Week 1 Fundamental principles of CSR

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

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

#### Week 2 Basic Principles of Stakeholder Theory

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

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

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

#### Week 3 Social Support System for Responsible Business

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

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

#### Week 4 The Essence of Responsible Business

Case studies focused on the basic relationships: responsible/sustainable business and the responsibility of business entities. Essential characteristics of responsible business. Classification of terms responsible business, social responsibility, responsible behavior, responsible acting.

Pillars of responsible business. The responsible business pyramid. Alternatives to responsible business. Advantages and disadvantages of responsible business. Presentation of the responsible business model in a particular company with an accent on the pyramid of responsible business of a particular company.

#### Week 5 Institutionalization of Responsible Business

Case studies focused on the basic categories and fundamental principles of the institutionalization of CSR into economic entities. The essence of the institutionalization of responsible business.

Creating a responsible business strategy and its implementation. Application of the PDCA model in the institutionalization of ethics in the company. Application of tools for the implementation of responsible business - ethical program. Classification and typology of the system of codes of ethics. General principles of the code of ethics. Pros and cons of institutionalizing responsible

business. Presentation of the responsible business model in a particular company with an accent on an ethical program of the company.

#### Week 6 Responsible Business in Relation to Human Capital

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

#### Week 7 Responsible Business in Relation to Consumer Protection

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

#### Week 8 Responsible Business in Relation to the Community

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

#### Week 9 Responsible Business in Relation to the Environment

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

#### Week 10-11 Responsible Business and International Relations

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

**Week 12-13 Responsible Business Reporting**

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 1

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

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

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

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

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

**Syllabus:**

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

German

**Notes:**

**Assessment of courses**

Total number of evaluated students: 30

A	B	C	D	E	FX
53.33	16.67	26.67	3.33	0.0	0.0

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

**Date of the latest change:** 14.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of International Relations	
<b>Course code:</b> KMEVaHD FMV/ VVA22018/22	<b>Title of course:</b> Current Issues of the EU (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week: 2 Per course: 26</b> <b>Method of study:</b> present	
<b>Number of credits:</b> 3	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 60% continuous written and verbal work during the semester, which includes written testing of knowledge and elaboration of the project within the group together with its presentation, and verbal presentation of knowledge in confrontation with the current situation concerning the EU; 40% of the final written and oral exam.	
<b>Student workload:</b> 104 hours: participation in seminars: 26 hours preparation for credit tests: 24 hours project elaboration: 14 hours preparation for the exam: 40 hours	
<b>Teaching results:</b> The graduate of the course will have an overview of the theories of European integration and its main representatives, will be able to name the basic features of individual theories. Within the scope of financing the EU budget, it will have an overview of the current long-term budget and what role the Recovery Plan for Europe plays in terms of financing Member States in times of crisis. In connection with this, he will be able to assess whether the methods of financing are in line with competition policy and which forms of competition are or are not prohibited, and what role the Antimonopoly Office of the Slovak Republic plays. Energy, environmental policy and innovation policy form a complex of interrelated policies, and the graduate will be able to critically evaluate the EU instruments used to synergistically meet the objectives of these policies. Migration, asylum, foreign and security policy are policies in the exclusive competence of the Member States and the graduate will be able to assess in which areas a common EU approach is possible. The graduate will be able to name EU instruments of EU support policies that increase the competitiveness of the EU and its Member States.	
<b>Indicative content:</b> Theories of European integration. Current theories of European integration. Multiannual Financial Framework 2021-2027. Competition policy. Energy policy. Environmental policy of the EU. EU	

innovation policy. Consumer protection in EU policies. EU migration and asylum policy. Common EU foreign and security policy. EU social policy. EU education policy. Supporting powers of the EU - cultural policy.

**Support literature:**

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

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

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

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

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

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

**Syllabus:**

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

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

English language

**Notes:**

**Assessment of courses**

Total number of evaluated students: 5

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

**Lecturer:** Dr. habil. Ing. Eva Jančíková, PhD., Ing. Ľubica Harakaľová, PhD., Mgr. Juraj Ondriaš, PhD.

**Date of the latest change:** 10.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava					
<b>Faculty:</b> Faculty of Business Management					
<b>Course code:</b> KIM FPM/ MMA21028/21		<b>Title of course:</b> Database processing (in English)			
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 0 / 2 <b>Per course:</b> 0 / 26 <b>Method of study:</b> present					
<b>Number of credits:</b> 3					
<b>Recommended semester/trimester of study:</b> 2.					
<b>Degree of study:</b> I., N					
<b>Prerequisites:</b>					
<b>Requirements to complete the course:</b>					
<b>Student workload:</b>					
<b>Teaching results:</b>					
<b>Indicative content:</b>					
<b>Support literature:</b>					
<b>Syllabus:</b>					
<b>Language whose command is required to complete the course:</b>					
<b>Notes:</b>					
<b>Assessment of courses</b> Total number of evaluated students: 7					
A	B	C	D	E	FX
42.86	14.29	42.86	0.0	0.0	0.0
<b>Lecturer:</b> Ing. Michal Zelina, PhD.					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Guarantor prof. Ing. Helena Majdúchová, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Blšťáková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Mgr. Róbert Hanák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Nadežda Jankelová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Peter Markovič, PhD., DBA, Person responsible for the delivery, development and quality of the study programme doc. Ing. Anita Romanová, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KIM FPM/ MMA21020/21	<b>Title of course:</b> Economic Applications in MS Office (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KIM FPM/MMA21012/21-Business Informatics	
<b>Requirements to complete the course:</b> 40 % continuous written work, 60 % written examination	
<b>Student workload:</b> 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for continuous written work 20 h, preparation for exam 58 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"> <li>• Comprehensive knowledge of a wide portfolio of mathematical, statistical, financial, logical functions and tools, MS Excel and MS Access application program supplements in data analysis, in finding solutions to investment and financial issues of the enterprise, optimization tasks and to be able to compile output reports of scenarios of the development of individual indicators.</li> </ul> Competence: <ul style="list-style-type: none"> <li>• suggest the use of MS Office applications for the enterprise,</li> <li>• assess data relevantly for data analysis,</li> <li>• design and select appropriate MS Excel functions and add-ins to calculate required economic, financial, statistical indicators and optimization tasks,</li> <li>• evaluate and interpret calculated results and output reports,</li> <li>• apply the SQL language in creating queries and subqueries when working with a database in MS Access.</li> </ul> Skill: <ul style="list-style-type: none"> <li>• prepare business data for data analysis in MS Excel,</li> <li>• create analytical outputs using MS Excel functions and tools,</li> <li>• perform data analysis using a wide range of functions and plug-ins in MS Excel,</li> <li>• create output reports, evaluate and interpret calculated economic, financial and statistical results and indicators,</li> <li>• create macros to automate and streamline work in MS Word, MS Excel, MS Access,</li> <li>• create queries and subqueries in MS Access database using SQL language.</li> </ul>	
<b>Indicative content:</b> Thematic definition of lectures: 1. Use of MS Excel in business analysis.	

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

Thematic definition of exercises:

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

#### **Support literature:**

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

#### **Syllabus:**

Thematic definition of lectures:

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

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

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

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

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

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

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

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

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

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

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

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

Thematic definition of exercises:

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

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

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

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

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

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

**Indicative content:**

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

**Support literature:**

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

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

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

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

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

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

**Syllabus:**

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

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 20

A	B	C	D	E	FX
65.0	10.0	5.0	10.0	0.0	10.0

**Lecturer:** doc. Ing. Martin Grešš, PhD., Ing. Natália Zagoršková, PhD., Ing. Barbora Janubová, PhD.

**Date of the latest change:** 10.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Economic Informatics	
<b>Course code:</b> KOVE FHI/ NIB21012/22	<b>Title of course:</b> Econometrics I (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 3.	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> individual work and continuous tests 30% project for the final exam 30% final exam 40%	
<b>Student workload:</b> student workload: 156 h participation in lectures 26 h, participation in seminars 26 h, elaboration of a semester project 52 h, preparation for the final exam 52 h	
<b>Teaching results:</b> Upon successful completion of this course, students will have knowledge of the econometric approach to the analysis, modeling and prediction of economic phenomena and processes and should be able to use the basics of econometric techniques. Students will gain practical skills and competencies with the application of econometric methods in the analysis of economic problems using econometric software.	
<b>Indicative content:</b> 1. Characteristics of econometric approach to the analysis of economic phenomena. Econometric model. Phases of econometric modeling 2. Two-variable regression model. Deterministic and stochastic part of the model, nature of stochastic term. Standard assumptions of a linear model. 3. Estimation of linear model parameters. Statistical properties of estimators. Least squares method. Properties of the least squares method. 4. General linear model. Model in matrix form. Least squares method for k-variable model. 5. Model verification. Coefficient of determination. Testing the statistical significance of individual parameters of the model. Interval estimation and hypothesis testing. 6. Functional forms of regression models – log-log model, semi-log models, reciprocal models. 7. Qualitative variables and their modeling. 8. Regression on dummy variables. Seasonality, fluctuations, structural breaks, and their testing. 9. Violations of the assumptions of the classical model. Autocorrelation – detecting and implications.	

10. Violations of the assumptions of the classical model. Autocorrelation – solving, model dynamization and generalized least squares method. 11. Violations of the assumptions of the classical model. Heteroskedasticity – detecting and implications, solving, weighted least squares method. 12. Violations of the assumptions of the classical model. Multicollinearity – detecting and implications, solution options. 13. Forecasting with single-equation model. Forecasting error. Confidence interval for the forecasts.

**Support literature:**

1. Gujarati, D., Porter, D. Gunasekar, S.: Basic Econometrics. McGraw 5th ed., New York, 2017
2. Gujarati, D.: Econometrics by Example 2nd ed., Red Globe Press, 2014
3. Wooldridge, J.: Introductory Econometrics: A Modern Approach 7th ed., Cengage Learning, 2019
4. Stock, J., Watson, M.: Introduction to Econometrics 4th ed., Pearson, 2018

**Syllabus:**

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:**

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPH FPM/ MMC21030/21	<b>Title of course:</b> Entrepreneurship in the Creative Industries (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week: 2 Per course: 26</b> <b>Method of study:</b> present	
<b>Number of credits:</b> 3	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 40 % continuous written work, 60 % elaboration and presentation of the final term paper (exam)	
<b>Student workload:</b> 78 h (attendance at seminars 26 h, preparation for seminars 13 h, preparation for mid-term exam 13 h, preparation and presentation of final term paper 8 h, preparation for exam 18 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"> <li>• A comprehensive view of entrepreneurship in the creative industries in both domestic and foreign conceptions by defining the different areas of this sector of the economy, objectives, specific marketing methods, its financing, measuring its economic as well as cultural value.</li> </ul> Competence: <ul style="list-style-type: none"> <li>• characterize the essence of the creative industries in Slovakia, their specifics and possibilities for further development as well as the development of creative clusters,</li> <li>• make effective and practical use of available statistics and interpret them correctly in order to analyse the creative industries environment,</li> <li>• critically evaluate the economic and cultural benefits of entrepreneurship in the creative industries,</li> <li>• propose solutions and defend the budget of the selected cultural event.</li> </ul> Skill: <ul style="list-style-type: none"> <li>• interpret the specificities of enterprises operating in the creative industries on the basis of their life cycle and business activities,</li> <li>• create a cultural event budget,</li> <li>• perform basic analyses based on statistical data in the different sectors of the creative industries,</li> <li>• to analyse the possibilities and alternatives of business development of creative industries enterprises in relation to regional aspects and the sector,</li> <li>• apply the use of individual elements of the business environment in creative industries enterprises,</li> <li>• apply individual marketing tools with regard to the specifics of creative industries enterprises,</li> <li>• establish effective forms of cooperation with institutions supporting business development in the creative industries.</li> </ul>	
<b>Indicative content:</b> Thematic definition of the seminars:	

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

### **Support literature:**

Basic literature:

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

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

### **Syllabus:**

Thematic definition of the seminars:

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

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** Ing. Mária Trúchliková, PhD., PhDr. Mária Kmety Barteková, PhD.

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

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

- 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: 1

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

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

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Economic Informatics	
<b>Course code:</b> KÚA FHI/MIE21015/21	<b>Title of course:</b> Financial accounting I (in english language)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b>	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 26 hours of lectures 26 hours of seminars 13 hours of preparation for the lectures 26 hours of preparation for the seminars 24 hours of preparation for the continuous written essay (40 % of the overall grading) 41 hours of preparation for the final written exam (60 % of the overall grading) Total study load (in hours): 156	
<b>Student workload:</b> 26 hours of lectures 26 hours of seminars 13 hours of preparation for the lectures 26 hours of preparation for the seminars 24 hours of preparation for the continuous written essay (40 % of the overall grading) 41 hours of preparation for the final written exam (60 % of the overall grading) Total study load (in hours): 156	
<b>Teaching results:</b> The main goal of the course is to teach the students to use the information from the financial statements, understand the economic factors which could affect them and the apply the accounting principles in the process of their preparation. The students will acquire information necessary for their compilation. In addition, the students acquire knowledge about the structure of the financial statements and the relation between its various parts, reflecting the requirements of the various frameworks for accounting. Based on the financial metrics derived of the financial statements, the students will be able to evaluate and present the financial position of the entity, assess its financial stability a to use the acquired information for their economics decisions. Knowledge – acquire knowledge necessary for the compilation of the financial statements; skills – to determine the related financial metrics; competence – to assess the financial stability of an entity,	
<b>Indicative content:</b> Chart of accounts in the Slovak republic; Plant, property and equipment; Intangible assets; Inventories; Liabilities; Receivables; Expenses, income and accruals; Equity; Cash and its equivalents, transactions and balances in foreign currency.	

**Support literature:**

Juhászová, Z. a kol. (2021). Účtovníctvo. Bratislava : Wolters Kluwer

Pakšiová, R. – Janhuba, M. (2012). Teória účtovníctva v kontexte svetového vývoja. Bratislava : Wolters Kluwer.

Alexander, D., Nobes, Ch.: Financial Accounting - An International Introduction, Financial Time Press 2010, 4th Edition, ISBN 978-0-273-72164-2.

McLyney, E – Atrill, P. 2012. Accounting: An Introduction. Harlow : Pearson Education Limited, 2012. 860 p. ISBN 978-0-273-77183-8.

Zákon č. 431/2002 Z. z. o účtovníctvo, v znení neskorších predpisov.

Zákon č. 513/1991 Z. z. Obchodný zákonník, v znení neskorších predpisov

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

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

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

**Syllabus:****1. Chart of accounts in the Slovak republic I**

Role of the chart of accounts for maintaining the accounting records. Legal statutes governing the charts of accounts and their classifications with reference to respective industries and materiality of accounting entities. Base for the construction of a chart of accounts: Dewey's decimal system, classes and groups of accounts.

**2. Chart of accounts in the Slovak republic II**

Scope and the content of the chart of accounts for large accounting entities in the Slovak republic, its specific classes and groups of accounts. Relations between accounts in the chart of accounts and the line items of the financial statements.

**3. Plant, property and equipment I**

Definition of the plant, property and equipment and its classification. Its measurement and accounting for its acquisitions by way of contribution of an owner, cash purchase, purchase with a deferred payment, purchase on a credit, purchase funded by a grant, acquisition without any transferred consideration. Impact of the respective accounting treatment on the financial statements and KPI's.

**4. Plant, property and equipment II**

Use of the information related to the self-manufactured plant, property and equipment from the management accounting. Accounting for acquisition of self-manufactured plant, property and equipment, its depreciation, impairment allowances and its disposal. Impact of the respective accounting treatment on the financial statements and KPI's.

**5. Intangible assets**

Definition of intangible assets and their classifications. Its measurement and accounting for its acquisitions by way of contribution of an owner, cash purchase, purchase with a deferred payment, purchase on a credit, purchase funded by a grant, acquisition without any transferred consideration. Impact of the respective accounting treatment on the financial statements and KPI's. Differences in accounting for in-house research and development costs.

**6. Inventories I**

Definition of intangible inventories and their classifications. Comparison of the underlying economics of plant, property and equipment, intangible assets, and inventories. Perpetual and periodic method for accounting for inventories: their measurement and accounting for its acquisitions by way of contribution of an owner, cash purchase, purchase with a deferred

payment, purchase on a credit, purchase funded by a grant, acquisition without any transferred consideration and through by in-house production. Accounting for consumption, impairment allowances and sale of inventories. Impact of the respective accounting treatment on the financial statements and KPI's.

#### 7. Inventories II

Use of information from the management accounting for the self-manufactured inventories. Differences in accounting for self-manufactured inventories when classification of the expenses in accordance with their nature is used as opposed to a situation, when their classification in accordance with their nature is used.

#### 8. Liabilities I

Definition of liabilities and their classification. Underlying economical substance of liabilities to suppliers, financial institutions, employees and the government. Accounting for incurrence, change and settlement of liabilities arising from purchase, provision of a credit and employee benefits.

#### 9. Liabilities II

Accounting for incurrence, change and settlement of liabilities arising from social and health insurance, grants, taxes and relations with owners. Underlying economical substance and accounting for provisions.

#### 10. Receivables

Definition of receivables and their classifications. Underlying economical substance of receivables against customers, loan and credit debtors and other parties. Accounting for the for incurrence, change and settlement of receivables arising from the sale, provision of credits and loans, impairment allowances and other events.

#### 11. Expenses, income and accruals

#### 12. Equity

Accounting for the formation of a business in accordance with its legal form. Structure of the equity. Accounting for distributions of the equity by owners, transfers among reserves and other changes of equity.

#### 13. Cash and its equivalents, transactions and balances in foreign currency

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

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 1

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

**Lecturer:** Ing. Daša Mokošová, PhD., Ing. Renáta Stanley, PhD., doc. Ing. Zuzana Kubaščíková, PhD.

**Date of the latest change:** 10.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KPF FPM/MME21017/21	<b>Title of course:</b> Financial Analysis and Financial Planning (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KPF FPM/MME21016/21-Financial Management (in English) or KPF FPM/MME21018/21-Corporate Finance (in English)	
<b>Requirements to complete the course:</b> 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	
<b>Student workload:</b> 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)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• effectively apply the procedures of financial analysis from freely available documents such as financial statements and annual reports of the company,</li> <li>• make a comprehensive assessment of the financial situation of the enterprise and propose measures for financial decision-making for the planning period,</li> <li>• implementing the set objectives and measures in each of the planned financial areas in order to achieve better business results,</li> <li>• assessing options for making investment decisions as part of the development of the financial plan, budgeting individual income and cost items,</li> <li>• propose solutions in relation to the future coverage of assets with appropriate resources and cash flows.</li> </ul>	

**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: 5

A	B	C	D	E	FX
60.0	40.0	0.0	0.0	0.0	0.0

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

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21263/21	<b>Title of course:</b> Financial econometrics
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 30% two tests during the semester using software, 10% activity during the semester, 60% exam	
<b>Student workload:</b> Total study load (in hours): Attendance at lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for tests during semester 26 h, preparation for the exam 52 h	
<b>Teaching results:</b> The aim of the course is to provide students with the basic to intermediate level of understanding of econometric methods, techniques and tools used in the area of economics and finance. The student should then be able to – Knowledge, Skills and Competencies 1. Read and understand the key concepts in modern finance literature/ research papers 2. Use techniques and tools of econometrics and be able to independently construct econometric models 3. Use econometric models to test hypotheses, to determine (causal) impact of selected variables in economics and to make forecasts 4. Use econometric software	
<b>Indicative content:</b> 1. Introduction. Fundamentals from probability theory. Econometric software basics. 2. Linear regression model with one explanatory variable. Statistical verification of the results of the linear regression model. 3. Linear regression model with several explanatory variables. Basic assumptions of the classical linear regression model. The problem of multicollinearity. 4. Specification of econometric model. How to treat outliers and deal with extreme observations. Dummy variables. 5. Time series models: classical decomposition of time series, stationarity and ARMA models, non-stationary time series, exponential smoothing, ARIMA models. 6. Cointegration and error correction model. 7. Models with limited dependent variable - probit and logit.	
<b>Support literature:</b> Brooks, Ch.: Introductory Econometrics for Finance, 3rd Edition, Cambridge, 2014.	

<b>Syllabus:</b>											
<b>Language whose command is required to complete the course:</b> english											
<b>Notes:</b>											
<b>Assessment of courses</b> Total number of evaluated students: 2											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b> doc. Ing. Martin Alexy, PhD., prof. Ing. Pavol Ochotnický, CSc., Mgr. Marek Káčer, PhD.											
<b>Date of the latest change:</b> 06.02.2023											
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD.											

## DESCRIPTION OF COURSE

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

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

Practical skills and competence:

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

**Indicative content:**

**Support literature:**

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

**Syllabus:**

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

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

**Date of the latest change:** 06.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing.

Štefan Reháč, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KSRaP NHF/ NNF21252/21	<b>Title of course:</b> Green Economy
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week: 2 Per course: 26</b> <b>Method of study:</b> present	
<b>Number of credits:</b> 3	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10% activity 30% course project 60% oral exam	
<b>Student workload:</b>	
<b>Teaching results:</b> <b>Knowledge</b> After completing the course, participants will be able to: <ul style="list-style-type: none"> <li>• Define the concept of a green economy and explain its value;</li> <li>• Describe social, environmental and economic benefits of advancing a green economy;</li> <li>• Identify enabling conditions for greening national economies;</li> <li>• Provide examples of successful green economy investments, initiatives and projects;</li> <li>• Describe national planning processes in support of a green transformation.</li> </ul> <b>Skills</b> After completing the course, participants will be able to: <ul style="list-style-type: none"> <li>• Identify principal challenges and opportunities for greening key economic sectors;</li> <li>• Recognize the range of international and regional green initiatives and support services to foster green development;</li> </ul> <b>Competencies</b> After completing the course, participants will be able to: <ul style="list-style-type: none"> <li>• Apply the green economy concept to a real world economic, policy and/or personal context.</li> </ul>	
<b>Indicative content:</b> The course is focused on different concepts and facets of the green economy, as well as global, national and sector-specific challenges and opportunities to advance low-carbon, resource efficient and socially inclusive development. Students will be provided with practical insights on how to go about developing more sustainable products, using objective and scientific criteria and with examples of success and failure. <ol style="list-style-type: none"> <li>1. Introduction to a Green Economy: Concepts and Principles</li> <li>2. Enabling Conditions for Advancing a Green Economy</li> <li>3. Greening the Economy: Sectors and Strategies</li> </ol>	

4. Developing a Balanced and Inclusive Green Economy
5. International Developments and Support to Advance a Green Economy
6. Green Economy and Funding
7. Green Jobs and Employment Impacts
8. Retraining Workers for the Green Economy
9. Promoting Green Jobs: Case Studies
10. Green Taxation
11. National Strategies for Development of the Green Economy
12. Green Economy: Slovak Republic
13. Vision for the Future: Pathways to a Sustainable Future

**Support literature:**

CATO, M. S. 2009. Green Economics: An Introduction to Theory, Policy and Practice. London: Earthscan. ISBN: 978-1-84407-571-3

GEORGESON, L., MASLIN, M. and POESSINOUW, M. 2017. The global green economy: A review of concepts, definitions, measurement methodologies and their interactions. Geo: Geography and Environment, 4 (1), e00036

EUROPEAN COMMISSION. 2013. Promoting green jobs throughout the crisis: a handbook of best practices in Europe. Luxembourg: Publications Office of the European Union. ISBN 978-92-79-29393-1

UNEP. 2008. Green Jobs: Towards decent work in a sustainable, low-carbon world. Nairobi: United Nations Office. ISBN: 978-92-807-2940-5

OECD. 2012. The jobs potential of a shift towards a low-carbon economy, <http://www.oecd.org/employment/emp/50503551.pdf>

UNCTAD. 2012. The Road to Rio+20: For a development-led green economy. Issue 3, June 2012

**Syllabus:**

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 11

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
45.45	0.0	0.0	0.0	9.09	0.0	9.09	36.36	0.0	0.0	0.0	0.0

**Lecturer:** Ing. Roman Klimko, PhD., doc. Ing. Eva Pongrácz, PhD.

**Date of the latest change:** 07.02.2023

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

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

## DESCRIPTION OF COURSE

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

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

**Support literature:**

Belleflamme, Paul, and Martin Peitz. Industrial organization: markets and strategies. Cambridge University Press, 2015.

Pepall, Lynne, Dan Richards, and George Norman. Industrial organization: Contemporary theory and empirical applications. John Wiley & Sons, 2014.

Motta, Massimo. Competition policy: theory and practice. Cambridge University Press, 2004.

**Syllabus:**

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** prof. Ing. Martin Lábaj, PhD., Ing. Richard Kališ, PhD.

**Date of the latest change:** 10.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

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

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

**Indicative content:**

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

**Support literature:**

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

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

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

Články

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

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

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

**Syllabus:**

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

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 26

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

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

**Date of the latest change:** 08.02.2023

**Approved by:**

## DESCRIPTION OF COURSE

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

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

**Support literature:**

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

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

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

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

**Syllabus:**

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

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

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

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

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

**Date of the latest change:** 10.02.2023

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

## DESCRIPTION OF COURSE

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

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

Thematic definition of seminars:

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

### **Support literature:**

Basic literature:

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

Supplementary literature:

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

### **Syllabus:**

Thematic definition of lectures:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Thematic definition of seminars:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 22

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

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

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of International Relations	
<b>Course code:</b> KMPV FMV/ VVB22009/22	<b>Title of course:</b> International Political Relations 1 (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 4 / 4 <b>Per course:</b> 52 / 52 <b>Method of study:</b> present	
<b>Number of credits:</b> 7	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> The final evaluation of the student is based on continuous assessment during the semester and a final written test according to the following criteria: 40% of the overall assessment consists of continuous control during the study (participation 10%, activity / control questions 10%, elaboration of semester work 20%). The final evaluation is realized by a written test (60% of the total evaluation of the course).	
<b>Student workload:</b> Attendance at lectures 52 hours, participation in seminars 52 hours, preparation for seminars and semestral project 26 hours, preparation for the exam 56 hours	
<b>Teaching results:</b> The aim of the course is to understand the basic theoretical and historical-logical context of international political relations as a basic prerequisite for the study of other subjects of political science, economics and law at the Faculty of International Relations EUBA. The ambition of the course is to contribute to the preparation of graduates equipped with knowledge, skills and competencies that are required to apply as a qualified professional in the field of international political relations at the level of lower and middle management in Slovak or international companies operating in an international environment. <b>Knowledge:</b> The student will learn the basic terminology, principles of operation of processes and phenomena and the essence of facts from the field of international political relations. He/she will be able to analyse the basic historical and logical context determining the nature of current international political relations and take a critical view of them. He/she will gain the ability to apply the acquired theoretical knowledge in practical life and to orientate himself in the field of international political relations in the performance of his profession. <b>Competences:</b> In accordance with the graduate profile, he/she will gain the competence to work as a member of an expert team in the field of international political relations. He/she will be able to think critically, abstract relevant facts in the field that will be the subject of his job, especially in an international team or in a national team in cooperation with foreign partners. In his/her job, he/she will be able to present his/her own proposals and solutions at the level of lower and middle management. He/	

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

Skills:

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

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

**Indicative content:**

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

**Support literature:**

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

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

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

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

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

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

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

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

FRIEDEN, J. A., LAKE, D. A.: World Politics: Interests, Interactions, Institutions. W. W. Norton & Company, New York, 2021.

HEYWOOD, A.: Global Politics. Springer, New York, 2016.

**Syllabus:**

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

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

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

English language

**Notes:**

**Assessment of courses**

Total number of evaluated students: 5

A	B	C	D	E	FX
20.0	80.0	0.0	0.0	0.0	0.0

**Lecturer:** doc. Milan Kurucz, CSc., Mgr. František Škvrnda, PhD., doc. PhDr. Lubomír Čech, CSc.

**Date of the latest change:** 10.02.2023

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

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

## DESCRIPTION OF COURSE

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

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

**Indicative content:**

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

**Support literature:**

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

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

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

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

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

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

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

Geneva and Hague Law Conventions, UN Charter

**Syllabus:**

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

#### 4. International Organizations and International Security

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

#### 5. The Law of Armed Conflict

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

#### 6. War Occupation, Neutrality, state Self-Defense

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

#### 7. International Humanitarian Law 1

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

#### 8. International Humanitarian Law 2

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

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

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

#### 10. International Criminal Tribunals

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

#### 11. International Criminal Court (ICC)

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

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

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

#### 13. Transitional Justice

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

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

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 12

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

**Lecturer:** JUDr. Klaudia Hraníková Pyteřová, PhD., Dr. habil. JUDr. Ing. Katarína Brocková, PhD.

**Date of the latest change:** 10.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KCR OF/OOG211022/22	<b>Title of course:</b> International Tourism (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Semester theses, dialogic work, excursion, written exam Seminars: <ul style="list-style-type: none"><li>• Seminars 40%:</li><li>• 10 % permanent written work</li><li>• 30 % semester theses</li></ul> Exam: <ul style="list-style-type: none"><li>• 60 % written exam</li></ul>	
<b>Student workload:</b> Total study load (in hours): 130 hours Attendance - lectures: 26 hours Participation in seminars : 26 hours Homework for the seminars: 13 hours Elaboration of a semester project: 15 hours Homework for the exam: 50 hours	
<b>Teaching results:</b> Knowledge The student will gain knowledge of tourism management in the international dimension. He will get an overview of the mechanism of activities and outputs of the tourism policy of world institutions (UN WTO) and the European Union in relation to the Slovak Republic. Within the seminars, they will learn the specific issue of international destinations and international companies operate in the international tourism market. Skills In relation to selected most important documents for international tourism, the student will acquire an analytical approach. He will develop critical thinking. Several documents in English will push the student to apply standard terminology in English, which is a basic prerequisite for communication in international tourism. Competences The student will acquire basic preconditions for competent professional job in international institutions UN WTO, EU, and selected international tourism organizations.	
<b>Indicative content:</b>	

The course establish the set of knowledge about the policy and implementation of tourism in the global and European market.

These are the following thematic areas:

International tourism results in the world regions. Tourism policy in accordance with the recommendations of the UN WTO and in accordance with the legal and conceptual documents of the European Union. Foreign direct investment in tourist industry and transformation of brownfields and black fields for use in tourism. Intercultural specifics in tourism.

### **Support literature:**

PAGE S. J., CONNELL J., 2006, Tourism a modern Synthesis, Thompson, kap. 5, 14, 16 ( k dispozícii v SEK) 2nd edition ISBN 13-978-1-84480-198-5, kap. 14, 16, 25

PAGE S.J., 2015, Tourism a modern Synthesis, kap. Taylor and Francis, Ltd. 4th edition ISBN 9780367437367

UNWTO. Tourism highlights 2020. Dostupné na: <https://www.e-unwto.org/doi/epdf/10.18111/9789284422456> (vždy podľa aktuálneho predchádzajúceho roka)

UNESCO. The world in 2030. Dostupné na: <https://unesdoc.unesco.org/ark:/48223/pf0000375950.locale=en>, (str. 36-40, 46,58)

UN WTO. Global code of Ethics in travel and tourism. Dostupné na: <https://www.unwto.org/global-code-of-ethics-for-tourism>

WORLD ECONOMIC FORUM. Global risk report. Dostupné na: <https://www.weforum.org/reports/the-global-risks-report-2021> (v ročných intervalech)

WORLD ECONOMIC FORUM. The Travel and Tourism competitiveness report 2019. Dostupné na: <https://www.weforum.org/reports/the-travel-tourism-competitiveness-report-2019> (v dvoj ročných intervalech)

UNWTO. Sustainable development goals 2030. Dostupné na: <https://www.unwto.org/tourismin-2030-agenda>

EUR-LEX. Európa ako popredná svetová destinácia cestovného ruchu – nový politický rámec pre európsky cestovný ruch. Dostupné na: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52010DC0352>

### **Syllabus:**

1. Development of international tourism in political and economic contexts in the countries of Central and Eastern Europe. Political decisions and their impact on international tourism
2. International tourism and the position of world destinations in terms of arrivals and incomes. New destinations, the perspective of the so-called white places at tourism map. Presentation of international tourism. The most important countries on the world tourism market
3. Risks in tourism. Risk report from the World Forum in Davos and its application to the conditions of international tourism. Economic, environmental, geopolitical, social, technological risks.
4. World Tourism Organization (UN WTO). Competences of the UN WTO. UN WTO: what we do. The Global Code of Ethics.
5. Tourism policy. Tourism in 2030 - Agenda. Sustainable development goals
6. Competitiveness of destinations on the international tourist market. Criteria, evaluation according to the official report. Evaluation of selected criteria in the Slovak Republic and in selected countries. (V4, Leading tourist most visited countries, etc.). The main criteria: tourism policy, tourism priority, government support for tourism.
7. European Union and tourism, institutional arrangements, strategy for the development of tourism in the EU. Europe as the world's leading tourism destination - a new policy framework for European tourism
8. Long-term EU programs for tourism development. European Capital of Culture. EU support. Interconnection of ECE management at the level of the EU, state, specific ECE destination.

Current ECE

9. Long-term EU programs for tourism development. European excellent destination (EDEN). Basic principles of EDEN. Topics for EDEN. Current destinations in EDEN.

10. Cross-border and interregional cooperation in tourism. Sources of funding. Involvement of Slovak regions in cross-border and interregional cooperation with an emphasis on tourism The Danube River Basin with the international importance of tourism.

11. Foreign investment and tourism. Conditions for foreign investments in the Slovak market in general. Specifics in relation to travel and tourism infrastructure development. Analysis of conditions for foreign direct investment in selected countries with the specification of FDI in tourism.

12. Investments in brownfields for tourism needs. Implemented projects abroad. Good practice, case studies on the implementation of brownfields or blackfields projects for the needs of tourism in the Slovak Republic

13. Intercultural dimensions of the human factor in the international tourism market.

Requirements for professional equipment adaptability in the offer on the international tourism market. Professional development of employees in international companies. Specific examples based on the study of annual reports of selected international hotel chains, airlines.

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

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** doc. Ing. Roman Lacko, PhD.

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMO OF/OOB21170/21	<b>Title of course:</b> Intercultural Communication (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b> 6.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 40% - participation in seminars and assignments 60% - final exam	
<b>Student workload:</b> Total study load: 104 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars, multicultural and multilingual team coordination, assignments: 39 hours Preparation for the final exam: 13 hours	
<b>Teaching results:</b> Students will possess following abilities: - Ability to address the multidimensional nature of cultural intelligence; - Knowledge of verbal and non-verbal communication; - Ability to follow trends in intercultural communication as a prerequisite for further development of qualification. Students will obtain following skills: - Holistic approach to the ethical, societal and economic context of cultural intelligence; - Effective participation in teamwork addressing practical issues of intercultural communication and appropriate presentation of teamwork outcomes; - Capability to present own positions in managerial positions as well as in individual pursuit of business activities in the international environment; Students will gain following competences: - Application of intercultural competence in practice; - Aptitude to adapt to the dynamic international environment; - Aptitude to pursue lifelong learning in terms of intercultural competence as a prerequisite for further development of qualification.	
<b>Indicative content:</b> Introduction to intercultural communication; verbal and non-verbal communication; survey/self-assessment.	
<b>Support literature:</b>	

Online sources and case studies

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

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

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

**Syllabus:**

A. Introduction to Intercultural Communication

1. Introduction, Making Initial Contacts Across Cultures & Impressions

2. Cultural Intelligence I.

3. Stereotypes Across Cultures

B. Verbal and Non-verbal Communication

4. Introduction into Verbal Communication and Non-Verbal Communication

5. Non-Verbal Communication: Values & Cultural Shock

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

7. Hospitality Across Cultures

8. Verbal Communication: International Misunderstandings

9. Verbal Communication: Use of Interpreters

10. Verbal Communication: Language in Business & Business Language

C. Survey/Self-assessment

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

12. Contracts Across Cultures, Laws Affecting International Business

13. Cultural Intelligence III.

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 1

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

**Lecturer:** doc. Ing. Denisa Čiderová, PhD., MA, Ing. Marcela Gocmanová, Ing. Anabela Luptáková, PhD., Ing. Viktória Peštová

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

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

**Support literature:**

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

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

english

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

Total number of evaluated students: 0

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

**Lecturer:** doc. Ing. Jana Péliová, PhD., doc. Ing. Zuzana Brokešová, PhD., Ing. Matej Lorko, PhD., doc. Ing. Maroš Servátka, PhD., Ing. Katarína Čellárová

**Date of the latest change:** 06.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Economic Informatics	
<b>Course code:</b> KAI FHI/IIA21220/21	<b>Title of course:</b> Technológia znalostného manažmentu
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Exam 60% The exam consists of two parts: the evaluation of the theoretical knowledge and knowledge of modelling of a specific example. The first part, verifies the achievement level of the teaching results A., B., C., whereas the second part verifies the level of the teaching results D, E., F. Assignments during the semester 40% The aim of seminars is developing and defending the project and a short test. On the project, the students belong to smaller groups. Students organize their work in small groups. The evaluation of the results of the group' s work (the project) is assessed as a whole for the whole group. The evaluation of the contribution of the individual members is the result of the internal agreement of the group and the subsequent discussion. Evaluation of projects and tests assess the following teaching results of C., D., E. F. G.	
<b>Student workload:</b> Total study load (in hours): 4 credits x 52 teaching hours = 130 h Distribution of study load: lectures and seminars participation: 52 h seminar participation: 13 h project and test preparation: 30 h preparation of exam: 35 h	
<b>Teaching results:</b> In particular, students acquire the following abilities: A. understanding the difference between data, information and knowledge in enterprises, the life cycle of knowledge in the enterprise and the context of technologies; B. analyzing the needs for the use of different types of IT for the acquisition, storage, distribution and exploitation of knowledge in enterprises (groupware, workflow, data management, knowledge and experimentation systems, etc.) C. comprehending the methods of acquisition of automatized and non-automatized knowledge and the methods used from datamining to deep learning D. identifying and analyzing knowledge processes with emphasis on inferencing and developing rules. E. dealing with the uncertainties hidden in the information and linguistic variables that are important in real decision-making processes	

- F. capturing and managing tacit knowledge for further development in the information and knowledge systems
- G. understanding and applying the basic principles of the use of data acquisition tools (Weka and RapidMiner).

**Indicative content:**

1. Definitions and main concepts of data, information and knowledge
2. The relation of data, information and knowledge to knowledge management and information technologies
3. Types of knowledge, knowledge life cycle in the enterprise
4. Tacit knowledge acquisition and capturing as a part of the knowledge engineering process
5. The importance of information and knowledge systems in business practice, the differences between them and their proper use
6. Knowledge representations as a core of the knowledge system
7. Metadata and knowledge required for building business intelligence and related solutions
8. Handling uncertainties in knowledge management technologies
9. Linguistic interpretation of knowledge and its formalization by information technologies and computational intelligence.
10. Modelling rule-based systems considering uncertainties, the quality of rule-based system and expert's knowledge
11. Demonstration of software for managing knowledge in institution and mining knowledge form data
12. The role of artificial intelligence in knowledge management
13. Web technologies covering the life cycle of knowledge in the enterprise (groupware, semantic web, information retrieval, refinement)

**Support literature:**

- DŽUBÁKOVÁ, M. Znalostný manažment. EKONÓM, Bratislava, 2016.
- ENGELBRECHT A.P. Computational Intelligence: An Introduction, 2nd Edition. John Wiley & Sons, Inc., 2007.
- GROSSMANN W., RINDERLE-MA S. Fundamentals of Business Intelligence. Springer-Verlag Berlin Heidelberg, 2015.
- GYAMFI, A., WILLIAMS, I., Digital Technology Advancements in Knowledge Management, IGI Global, 2021
- HAJRIC, E. Knowledge Management Tools - web site, 2010. <http://www.knowledge-management-tools.net/> (available 25.10.2021)
- HUDEK, M.: Fuzziness in Information Systems – How to deal with Crisp and Fuzzy Data in Selection, Classification and Summarization. Springer, International Publishing Switzerland, 2016
- HURWITZ, J.S., KAUFMAN, M., BOWLES, A., Cognitive Computing and Big data analytics, John Wiley & Sons, Inc., 2015.
- ROY, A. K., Information and Knowledge Management: Tools, techniques and Practices 1st Edition, NIPA, 2013
- SCHREIBER A.TH. et. al. Methodology CommonKADS, web site: <http://commonkads.org/> (available 25.10.2021)

**Syllabus:**

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

slovak

**Notes:**

**Assessment of courses**

Total number of evaluated students: 1					
A	B	C	D	E	FX
100.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b> doc. Dr. Ing. Miroslav Hudec, RNDr. Eva Rakovská, PhD., Ing. Erika Mináriková					
<b>Date of the latest change:</b> 10.02.2023					
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme prof. Ing. Ivan Brezina, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Andrea Furková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Dr. Ing. Miroslav Hudec, Person responsible for the delivery, development and quality of the study programme doc. Ing. Jaroslav Kultán, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Martin Mišút, CSc.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KMVaL FPM/ MMD21013/21	<b>Title of course:</b> Logistics (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KMVaL FPM/MMD21012/21-Production Management (in English)	
<b>Requirements to complete the course:</b> 30 % continuous written work, 70 % written exam	
<b>Student workload:</b> 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)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"> <li>• 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.</li> </ul> Competence: <ul style="list-style-type: none"> <li>• 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,</li> <li>• critically evaluate the processes and specificities of corporate logistics,</li> <li>• characterize the essence and evaluate the use of material management with impact on the value processes of the enterprise,</li> <li>• propose solutions and defend conclusions or recommendations to increase the efficiency of corporate logistics activities.</li> </ul> Skill: <ul style="list-style-type: none"> <li>• interpret the specifics of logistics processes of business entities, critically evaluate the possibilities of selecting methods and tools for their optimization,</li> <li>• perform basic corporate analyses in the field of logistics procurement, production, warehouse, distribution, logistics costs,</li> <li>• perform basic corporate analyses in the field of logistics activities,</li> </ul>	

- 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: 139

A	B	C	D	E	FX
39.57	23.74	25.18	7.19	2.16	2.16

**Lecturer:** doc. Ing. Klaudia Gubová, PhD.

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava											
<b>Faculty:</b> Faculty of National Economy											
<b>Course code:</b> KET NHF/NNE21104/21			<b>Title of course:</b> Macroeconomics (in English language)								
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present											
<b>Number of credits:</b> 6											
<b>Recommended semester/trimester of study:</b> 2., 4.											
<b>Degree of study:</b> I., II., N											
<b>Prerequisites:</b>											
<b>Requirements to complete the course:</b>											
<b>Student workload:</b>											
<b>Teaching results:</b>											
<b>Indicative content:</b>											
<b>Support literature:</b>											
<b>Syllabus:</b>											
<b>Language whose command is required to complete the course:</b>											
<b>Notes:</b>											
<b>Assessment of courses</b> Total number of evaluated students: 21											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
23.81	0.0	0.0	9.52	19.05	14.29	14.29	19.05	0.0	0.0	0.0	0.0
<b>Lecturer:</b>											
<b>Date of the latest change:</b> 13.02.2023											
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Ľubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the											

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21035/21	<b>Title of course:</b> Management Simulation (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week: 2 Per course: 26</b> <b>Method of study:</b> present	
<b>Number of credits:</b> 3	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KM FPM/MMB21046/21-Management (in English) or KM FPM/MMB21032/21-Strategic management (in English)	
<b>Requirements to complete the course:</b> 15 % semester project, 15 % Assessment test, 70 % active decision making in the simulation	
<b>Student workload:</b> 78 h (participation in seminars 26 h, preparation for seminars 26 h, preparation for the assessment test 26 h)	
<b>Teaching results:</b> <b>Knowledge:</b> 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. <b>Competence:</b> <ul style="list-style-type: none"> <li>• effective acquisition of correct information about specific business activities, their processing and their use in the decision-making process,</li> <li>• critically evaluate the procedure of corporate activities and own managerial decisions in particular functional areas of control,</li> <li>• make effective team decisions,</li> <li>• based on proper data acquisition and processing, propose solutions to increase the efficiency of business decisions.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• 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,</li> <li>• to interpret financial statements, product sales reports and critically evaluate alternatives for the future direction of the business,</li> <li>• to analyze the impact of production, logistics, financial and pricing decisions,</li> </ul>	

- 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.

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.

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 5

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

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

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KSaCR OF/ OOC21173/21	<b>Title of course:</b> Managerial and Social Skills Training
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 <b>Per course:</b> 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b> 6.	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> - 20 % Activity at seminars. - 20 % Project elaboration. - 60 % Oral exam.	
<b>Student workload:</b> Total study workload – 104, out of which: Active forms attendance - 26 hours Preparation for active forms – 13 hours Project elaboration – 26 hours Preparation for oral exam – 39 hours	
<b>Teaching results:</b> The course provides knowledge of the abilities and skills needed for managers and service workers with the intention of their development. The aim of the course is for the graduate to be able to communicate effectively, solve interpersonal problems and conflicts that arise from the work and social position of managers at the level of lower and middle management or employees in contact with clients. <b>Knowledge</b> After completing the course, students will have knowledge of the specifics of the service company, about managing people, communication in the organization, communication with clients and the possibilities of personal development. <b>Skills</b> Students will be able to communicate effectively - following the principles of assertive communication and feedback in a multicultural environment. They will be able to work in a team, play a team role / role, identify potential employees. They can use methods of effective learning, time management, motivation, psychohygiene. <b>Competences</b> The acquired competencies will enable the student to apply their knowledge in fulfilling the goals of the organization. He has managerial and social competencies, especially in the field of personality development, work with people and communication with clients.	
<b>Indicative content:</b>	

The nature and contents of management and requirements on manager. Learning organization as management and learning method. Specifics of management in services. Inter-action of service provider and customer and it's influence on final quality of the service. Requirements on social competences of employees in services. Personality and personal development. Effective communication.

**Support literature:**

ANTALOVÁ, M., CHINORACKÁ, A., PŘÍVARA, A. 2013. Ľudské zdroje a personálny manažment. Bratislava: EKONÓM. ISBN 978-80-225-3742-1  
ARMSTRONG, M. 2010. Řízení lidských zdrojů. Nejnovější trendy a postupy. 10. vydání. Praha: GRADA Publishing. ISBN 978-80-247-1407-3  
JAROŠOVÁ, E., KOMÁRKOVÁ, R., PAUKNEROVÁ, D., PAVLICA, K. 2005. Trénink sociálních a manažérských dovedností. 2. rozšířené vydání. Praha: MANAGEMENT PRESS. ISBN 80-7261-135-6  
KLOUDOVÁ, J. a kol. 2010. Kreativní ekonomika: trendy, výzvy, příležitosti. Praha: Grada Publishing. . ISBN 978-80-247-3608-2  
PROVAZNÍK, V. a kol. 2002. Psychologie pro ekonomy. GRADA Praha. ISBN 8024704704706.  
LUKNIČ, A.S . 2008. Manažment Kreativity a inovácií. Bratislava: Vydavateľstvo Univerzity Komenského. ISBN 978-80-223-2452-6  
Jarošová, E., Pavlica, K., Kaiser, R. B. (2015). Vyvážený leadership. Management Press (2015) ISBN: 9788072612895 Počet strán: 240  
Goleman, D. (2017). Emocionálna inteligencia. Vydavateľstvo Citadella. ISBN: 978-80-8182-086- 1. 432s.  
Dweck, C. S. (2015). Nastavenie mysle. Nová psychológia úspechu. Vydavateľstvo Citadella, .ISBN 9788089628933. 328s

**Syllabus:**

1. Content and methods of managing communication in the organization. Requirements on skills and abilities of managers and employees in the services.
2. Psychology of personality. The structure of the personality. Output characteristics of the personality. Dimension for the motivation. Profile of the personality. Typology of clients. Typology of consumers.
3. Communication. Social interaction. The communication process. The intercultural communication.
4. Verbal communication. Active listening. Assertive communication. Feedback. Effective communication
5. Non-verbal communication. Forms of non-verbal communication. Body language. The importance of the non-verbal communication. The rules of presentation. Preparation and realization of the presentation. Importance of non-verbal communication in presentation.
6. Emotional intelligence.
7. Motivation as an activity of the manager. Forms of employees motivation. Ability of managers to motivate the employees. Principles of the motivation.
8. Motivators as tools of an increase of employees output.
9. Team work. Principles of team work. Creation of teams. Testing the team roles.
10. Learning and education. Rational intelligence and learning. Basic forms of learning. Motivation, concentration, memory, working conditions. Testing of learning and knowledge gaining.
11. Creativity. Creative economy. Creative management. Methods of creativity development.
12. Time management. Priorities and targets. Systems of time management.
13. Psychological hygiene. Factors of influence on employees outputs. Stress situations and conflicts.

<b>Language whose command is required to complete the course:</b> Slovak, English					
<b>Notes:</b>					
<b>Assessment of courses</b> Total number of evaluated students: 1					
A	B	C	D	E	FX
100.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b> Ing. Iveta Fodranová, PhD.					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme doc. Ing. Dana Benešová, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Viera Kubičková, PhD., Person responsible for the delivery, development and quality of the study programme doc. RNDr. Kvetoslava Matlovičová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Anna Michalková, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Monika Naďová Krošláková, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMr OF/OOA21397/21	<b>Title of course:</b> Managerial Decision Making in Marketing (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 8	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20% continuous semester assessment 20% semester work 60% written exam	
<b>Student workload:</b> Workload: 208 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 26 hours Elaboration of a semester project: 26 hours Preparation of literary research: 19 hours Preparation for written verification of knowledge: 20 hours Preparation for the exam: 65 hours	
<b>Teaching results:</b> <b>Knowledge:</b> Graduates of the course will learn to work with the most complex and at the same time the most important stage of marketing management, which is a decision-making. The graduate of the course will gain knowledge about qualitative and quantitative methods used in marketing management. The subject is taught in seminars on the basis of solving practical situations with a focus on the chosen industry (e.g., decide on which segments the company should focus on, whether advertising will be effective for the company in relation to costs; similar situations). Graduates will also be introduced to simple predictions in marketing. <b>Competences:</b> The graduate will be able to formulate a research question and design a research for its examination using empirical methods. They will be able to make decisions based on data analysis and will be familiar with individual marketing areas and tools. <b>Skills:</b> The graduate can decide on the choice of method of data collection and their detailed analysis. They will master the methods of data processing, can use R software for their decision-making in empirical research. They will be able to independently develop their knowledge in statistical methods and to use modern software, understand empirical studies in marketing and be able to use them in new areas.	
<b>Indicative content:</b>	

The concept and essence of decision making, situations in decision making. Qualitative methods: brainstorming and its modifications, creative techniques, Delphi method, scenarios. Quantitative methods: logistic regression, decision trees, factor analysis, cluster analysis. Predictions in time series.

**Support literature:**

1. Chapman, C., Feit, E. M. 2019. R For Marketing Research and Analytics. New York: Springer.
2. Malhotra, N. K., Nunan, D., Birks, D. F. 2017. Marketing research: An applied approach. 5th Edition. Harlow: Pearson Education Limited.
3. Wierenga, B., Van Der Lans, R. (Eds.). 2017. Handbook of marketing decision models. New York: Springer.
4. Verzani, J. 2014. Using R for Introductory Statistics. New York: CRC press.

**Syllabus:**

1. Introduction to decision-making. The concept and essence of decision making and its importance in the process of marketing management. Situations in decision making. Decision styles. Conflicts in decision making.
2. Qualitative methods in decision making, concept, essence, typology. Delphi method. Scenario method. Panel discussion.
3. Creative techniques in decision making, concept, essence, typology. Brainstorming and its modification. Mind map. Thought chairs. Thought hats.
4. Data mining, machine learning, statistical classification – basic concepts, goals, tasks and methods.
5. Introduction to the program R. Data preparation for analysis (coding, work with missing values, standardization).
6. Decision trees (entropy, information gain, Gini index), branching based on chi-square test.
7. Principal component analysis (use, interpretation of results).
8. Exploratory and confirmatory factor analysis (introduction, use, interpretation of results).
9. Cluster analysis (introduction, clustering procedures and clustering methods).
10. Cluster analysis (introduction, clustering procedures and clustering methods).
11. Logistic regression (introduction, binary logistic regression, model with continuous variables, multiple logistic regression).
12. Logistic regression (introduction, binary logistic regression, model with continuous variables, multiple logistic regression).
13. Introduction to time series forecasting.

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** doc. Ing. Eduard Baumöhl, PhD., Ing. Marián Čvirik, PhD., Ing. Marek Kukura, PhD.

**Date of the latest change:** 23.02.2023

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

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMO OF/OOB21147/21	<b>Title of course:</b> Marketing in the International Environment (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 4 <b>Per course:</b> 26 / 52 <b>Method of study:</b> present	
<b>Number of credits:</b> 8	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 10% - participation in seminars; 30% - semester coursework and its presentation; 60% - final exam	
<b>Student workload:</b> Total: study load 8 credits x 26 h = 208 h Attendance at lectures: 26 hours Attendance at seminars: 52 hours Individual preparation for seminars: 40 hours Preparation of semester coursework: 40 hours Preparation for the final exam: 50 hours	
<b>Teaching results:</b> Students will possess following abilities: - Understanding of the key role that international marketing plays in creating a competitive advantage for companies on the international level. - Identify key economic, political, legal, socio-demographic and technological factors that influence the rapidly changing macroeconomic environment of companies, which must respond promptly and optimally to these changes. - Understand the significant influence of the cultural environment and other so-called soft factors for shaping of an international marketing strategy. - Understand flexibility of the HR policy and a corporate structure needed to apply a successful global strategy and identify the importance of HR management at various levels of an internationally operating company (growing importance of attributes in the microenvironment of businesses). Students will obtain following skills: - Gain insight into current global marketing challenges and specific challenges faced by marketing managers in a dynamic global environment. - Gain relevant knowledge of the global macroenvironment in its economic, cultural, social, political, legal and technological dimensions as well as knowledge of how to use changes in the macro environment to make the right marketing decisions. - Discuss the growing importance of individual elements of the marketing mix and their connection with new technologies in the field of the product, distribution and especially communication	

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

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

Students will gain following competences:

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

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

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

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

#### **Indicative content:**

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

#### **Support literature:**

ZORKÓCIOVÁ, Otília a kol.: . Medzinárodný marketing. 1. vyd. Bratislava : Vydavateľstvo EKONÓM, 2016. 309 s. ISBN 978-80-225-4332-3.

ZORKÓCIOVÁ, Otília - ŠÁŠIKOVÁ, Mária . Aktuálne modifikácie medzinárodných marketingových stratégií firiem. Zostavila: Otília Zorkóciová. 1. vyd. Bratislava : Vydavateľstvo EKONÓM, 2016. online 155 s.,. VEGA 1/0550/14. ISBN 978-80-225-4249-4.

ZORKÓCIOVÁ, Otília - VANKOVÁ, Lucia - POSPÍŠILOVÁ, Jana . Soziale Netzwerke – Medien, die die interkulturelle Kommunikation stürzen. In Interkulturelle Kommunikation im Wandel der Zeit : Stellungnahmen zu gegenwärtigen Problemen Europas aus Sicht unterschiedlicher wissenschaftlicher Disziplinen. - Hamburg : Verlag Dr. Kovač, 2016. ISBN 978-3-8300-9134-9,

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

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

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

Other sources:

The Global Risks Report 2020

World Economic Forum

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

[https://www.tutorialspoint.com/international\\_marketing/](https://www.tutorialspoint.com/international_marketing/)

[international\\_marketing\\_introduction.htm](https://www.tutorialspoint.com/international_marketing_introduction.htm)

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

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

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

Economist

Ekonomický časopis

Ekonom Praha

Hospodárske noviny

Hospodárske noviny, Praha

Politická ekonomie, VŠE Praha

Scientia et Societas, Bratislava

Trend

Bankovníctví ([bankovnictvionline.cz](http://bankovnictvionline.cz))

Ekonom (CZ), ekonomický týždenník Praha

BIATEC (NBS)

### **Syllabus:**

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

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

Slovak language, English language, German language

### **Notes:**

### **Assessment of courses**

Total number of evaluated students: 0					
A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b> prof. Ing. Soňa Ferencíková, PhD., Ing. Daniel Krajčík, PhD., Ing. Dagmar Grachová, Ing. Viktória Peštová, Ing. Marek Petrovič					
<b>Date of the latest change:</b> 09.02.2023					
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme prof. Ing. Soňa Ferencíková, CSc., Person responsible for the delivery, development and quality of the study programme doc. Mgr. Elena Kašťáková, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Zuzana Kittová, PhD., M.B.L.-HSG, Person responsible for the delivery, development and quality of the study programme doc. Ing. Tomáš Výrost, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Stanislav Zábojník, PhD.					

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMr OF/OOA21279/21	<b>Title of course:</b> Marketing on Social Networks
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 <b>Per course:</b> 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 3	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 40 % - continuous assignments 60 % - final exam	
<b>Student workload:</b> Total study load: 78 hours Participation on seminars: 26 hours Preparation for seminars: 13 hours Continuous assignments: 13 hours Preparation for final exam: 26 hours	
<b>Teaching results:</b> Teaching results: By completing the course, students gain an overview of the possibilities of using social networks for presence and communication marketing purposes of the company. The course defines social networks and identifies the most relevant ones for the Slovak market. It explains the key performance parameters of social networks, defines the content and performance approach to social networks and explains the position of social networks in the company's digital communication mix. The graduate of the course acquires skills in strategic content planning for social networks, learns approaches and strategies in the promotion approaches in advertising information systems of selected social networks, is familiar with distribution options and content service across selected social networks and learns to work with analytical tools designed to automate the management of social networks. The graduate of the course will acquire knowledge and practical skills, thanks to which he can apply in a wide range of companies that directly use social networks or come into contact with them in their business activities. The student can find employment in marketing agencies, companies or media that have their portfolio diversified also in the digital environment.	
<b>Indicative content:</b> Social networks are currently used to create a company's presence on the Internet and to distribute the content created. The course defines social networks from a global perspective and identifies the most relevant for the Slovak market. It focuses on the definition of selected social networks, their history, current use from a global and local perspective, marketing opportunities for companies and	

potential for the future. The subject explains to students and explains the content and performance approach to the management of selected social networks on practical assignments.

**Support literature:**

DAHL, Stephan. Social media marketing : theories & applications. London : SAGE Publications, 2015. 268 s. ISBN 978-1-4462-8074-4.

DORČÁK, Peter. eMarketing : ako osloviť zákazníka na internete. Recenzenti: Radoslav Delina, Radovan Bačík. 1. vyd. Prešov : EZO.sk, 2012. 125 s. [6,25 AH]. ISBN 978-80-970564-4-5.

DORČÁK, Peter - POLLÁK, František. Marketing & e-business : ako sa zorientovať v základných pojmoch a procesoch nového marketingu. Recenzenti: Ivana Butoracová Šindleryová , Martina Ferencová, Radovan Bačík. 1. vyd. Prešov : EZO.sk, 2010. 113 s. [3,06 AH]. ISBN 978-80-970564-0-7.

FERENCZ, Vojtech. Inovačný marketing. Recenzenti: Peter Mesároš, Branislav Kršák. 1. vyd. Košice : VÚSI, 2013. 197 s. [13,13 AH]. ISBN 978-80-89383-24-5.

**Syllabus:**

1. Origin and current state of social networks
2. Creating a company's presence on social networks
3. Definition of key performance indicators
4. Content approach to social networks
5. Performance approach to social networks
6. Community management
7. Categorization of content types for social networks
8. Production of selected types of content
9. Distribution of content on social networks
10. Connections between social networks
11. Internal advertising information systems of social networks
12. Automation of communication through third party tools
13. Demonstrations of successful communication implementations on social networks

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

Slovak, English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** Ing. Martin Kuchta, PhD., MBA, Ing. Dominika Vernerová, PhD.

**Date of the latest change:** 23.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMr OF/MOA21149/21	<b>Title of course:</b> Marketing (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20% continuous semester assessment 20% semester work 60% written exam	
<b>Student workload:</b> Workload: 156 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 26 hours Elaboration of a semester project: 26 hours Preparation for the exam: 52 hours	
<b>Teaching results:</b> By completing the course, students will learn to understand the nature and importance of marketing for business and business management. They will gain knowledge about creating value for the customer and his position in the market. They understand the competition and the individual approach of business entities to it. They will get acquainted with marketing tools and main processes and their specifics. They will gain knowledge about the ways of organization in marketing within and outside the company. They will get acquainted with trends in marketing and its ethical aspects. Graduates of the course will be able to implement the necessary marketing activities, compile marketing programs and put them into practice. They understand the customer and the competition, which are the biggest source of risk and uncertainty in the business. They will learn to create and deliver value to the customer. They understand all product entities and their specific marketing concepts. They can coordinate individual marketing activities in accordance with the development of the marketing environment and competition. Upon successful completion of the course, students will acquire competencies that will enable them to apply for jobs in marketing, business and sales in all types of firms and business. They are able to interact with their customers and business partners in solving tasks and problems in business, trade and marketing. They will acquire a proactive approach to business, trade and marketing activities in a competitive environment.	
<b>Indicative content:</b>	

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

**Support literature:**

1. Kotler, Ph., Armstrong, G. 2017. Principles of Marketing. Harlow: Pearson Education.
2. Blythe, J., Martin, J. 2019. Essentials of marketing. Harlow: Pearson Education.
3. Green, M. C., Keegan, W. J. 2020. Global marketing. Harlow: Pearson Education.
4. Wilson, A. 2020. Services Marketing: Integrating Customer Service Across the Firm. New York: McGraw Hill.

**Syllabus:**

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

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 12

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

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

**Date of the latest change:** 08.02.2023

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

## DESCRIPTION OF COURSE

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

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

## 2. Basics of investing in financial markets

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

## 3. Risk in the money and capital markets

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

## 4. Liquidity and yield on money and capital markets

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

## 5. Discount market as part of the money market

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

## 6. Bill of exchange as a security and its specifications

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

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

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

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

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

## 9. Money market instruments to manage financial risks

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

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

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

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

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

**Support literature:**

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

**Syllabus:**

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

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:**

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KHP NHF/NND21112/21	<b>Title of course:</b> National Accounts
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KHP NHF/NND21111/21-Economic Policy	
<b>Requirements to complete the course:</b> Full-time: Class activity, continuous written assignment and final seminar work 40 %. Written exam 60 %.	
<b>Student workload:</b> Full-time (Applied Economics): Total study load 156 hours Of which: Lectures 26 hours, Seminars 26 hours, Preparing for seminars 13 hours, Semester assignment 13 hours, Preparing for evaluations during the semester 26 hours, Final exam preparation 52 hours Full-time (Public Policy Management): Total study load 156 hours Of which: Lectures 22 hours, Seminars 22 hours, Preparing for seminars 21 hours, Semester assignment 13 hours, Preparing for evaluations during the semester 26 hours, Final exam preparation 52 hours	
<b>Teaching results:</b> <b>Knowledge</b> - presentation of economic relations using graphical and mathematical tools in MS Excel based on data on national accounts provided by Eurostat - creation of meaningful interpretations of monitored macroeconomic indicators created by combination of various variables in the system of national accounts - being familiar with the used data and realizing their advantages and limitations - current prices, international comparison, role of proxy variables in economic analysis <b>Competence</b> - ability to analyze and verify economic knowledge on real macroeconomic data with use of seminar paper for selected country and assigned account - take an analytical approach to development trends and understand the causes of their development - ability to critically evaluate achieved results during the process of indicators formation - development of skills for processing qualitative economic analysis during the seminar paper preparation <b>Skills</b>	

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

**Indicative content:**

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

**Support literature:**

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

**Syllabus:**

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 23

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	26.09	13.04	26.09	0.0	34.78	0.0	0.0	0.0	0.0

**Lecturer:** doc. Ing. Karol Morvay, PhD., Ing. Martin Hudcovský, PhD.

**Date of the latest change:** 10.02.2023

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

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21033/21	<b>Title of course:</b> Organizational Design of an Enterprise (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 5	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21028/21-Organizational Behavior (in English)	
<b>Requirements to complete the course:</b> 40 % project developed during the seminars, 60 % final (oral) project defines	
<b>Student workload:</b> 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)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• effective usage of essential information about the organizational structure of the enterprise, its basic features, shape, management span in practice,</li> <li>• student will be able to evaluate critically the selection of an appropriate organizational structure in the enterprise,</li> <li>• critically evaluate the manifestations of bureaucracy and adhocracy in the enterprise, their positive and negative manifestations,</li> <li>• propose solutions and defend conclusions or recommendations for changing the organizational structure of the enterprise.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• interpret the specifics of the organizational structures of enterprises,</li> <li>• critically evaluate the choices of organizational structure,</li> <li>• analyze the factors influencing the shape of the organizational structure,</li> <li>• identify the manifestations of bureaucracy or adhocracy in the enterprise,</li> </ul>	

- 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: 5

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

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

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Applied Languages	
<b>Course code:</b> KJaT FAJ/JJC21724M/22	<b>Title of course:</b> Phraseology of the German Language
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 <b>Per course:</b> 26 <b>Method of study:</b>	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> II.	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Interim evaluation: 30% Final evaluation: 70%	
<b>Student workload:</b> Full-time study: 104 hours. Of which: 26 hours – attendance at seminars 23 hours – preparation for seminars and for the interim evaluation 55 hours – preparation for the final exam	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"><li>- Acquisition of theoretical knowledge of phraseology as a linguistic discipline.</li><li>- Acquisition of knowledge about phraseology as a linguistic discipline and its position among other linguistic disciplines, its object of study and its historical development.</li><li>- Acquire knowledge of the most important representatives of German phraseology.</li></ul> Competence: <ul style="list-style-type: none"><li>- Acquisition of the ability to distinguish between several scientific approaches to the status of phraseology and the taxonomy of the units that make up the subject of study. Orientation in the theoretical approaches of several contemporary German phraseologists.</li><li>- Acquisition of the competence to distinguish the basic types of phraseological units in the German language.</li><li>- Acquiring an overview of the syntactic-semantic functioning of the basic types of phraseological units in the German language.</li></ul> Skills: <ul style="list-style-type: none"><li>- Acquisition of the ability to identify phraseological units in texts.</li><li>- Acquire the ability to identify and characterise specific phraseological units in the light of the theoretical knowledge acquired (type, structure and meaning of the phraseological unit).</li><li>- Acquire the ability to distinguish phraseological units according to linguistic styles and to be able to apply this knowledge to one's own texts.</li></ul>	
<b>Indicative content:</b> Phraseology: origin and development of the discipline. Phraseology and borderline linguistic disciplines	

<ul style="list-style-type: none"> <li>- Limits of the scope of phraseology, subject of study, basic unit</li> <li>- The most important trends in phraseological research: German and European phraseology</li> <li>- Specific semantic structures of the phrase (somatic, with the verb "to have", with an ironic meaning, with proper names, with numerals, etc.)</li> <li>- Semantic and formal side of paremias (proverbs, sayings, lores, biblical idioms, etc.)</li> <li>- Phrases in the text (petrified idioms, variants of idioms (lexical, morphological, syntactic))</li> </ul>
<p><b>Support literature:</b></p> <p>Required:</p> <ol style="list-style-type: none"> <li>1. BURGER, Harald. Phraseologie. Berlin: Erich Schmidt Verlag, 2009. ISBN 9783503122042.</li> <li>2. VAJÍČKOVÁ, Mária. Handbuch der deutschen Phraseologie. Bratislava: Univerzita Komenského v Bratislave, 2009. 200 s. ISBN 80-223-2611-7.</li> </ol> <p>Optional:</p> <ol style="list-style-type: none"> <li>1. FLEISCHER, Wolfgang. Phraseologie der deutschen Gegenwartssprache. Tübingen: Max Niemeyer Verlag, 1997. 299 S. ISBN 3-484-73032-3.</li> </ol>
<p><b>Syllabus:</b></p>
<p><b>Language whose command is required to complete the course:</b></p> <p>German</p>
<p><b>Notes:</b></p>
<p><b>Assessment of courses</b></p> <p>Total number of evaluated students: 35</p>
<p>The subject evaluation will be shown after the subject is included in a particular curriculum.</p>
<p><b>Lecturer:</b> doc. Mgr. Ing. Katarína Seresová, PhD., doc. Mgr. Zuzana Gašová, PhD., PaedDr. Eva Stradiotová, PhD.</p>
<p><b>Date of the latest change:</b> 09.02.2023</p>
<p><b>Approved by:</b></p>

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21265/21	<b>Title of course:</b> Pricing of Financial Assets
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 25% individual project, 15% mid-semester test, 60% final exam. Total study load (in hours): 1 credit = 8 hours, i.e. total student load = 6 credits * 8 hours	
<b>Student workload:</b> Student workload: 156 hours Attendance of lectures – 26 hours, seminars – 26 hours, seminar preparation – 26 hours Elaboration of semester project – 20 hours, preparation for mid-term test – 10 hours Preparation for the final exam – 48 hours	
<b>Teaching results:</b> Upon successful completion of this course, students will have a thorough understanding, how financial markets operate, especially from the perspective of asset price setting. They will learn methods and models to assess intrinsic value of financial assets and have a thorough insight of their application in individual segments of the financial market. Students will also become capable of identifying interlinkages between financial prices and economic processes and outlook. This course will make them further to develop their quantitative and analytical skills, in order to apply acquired theoretical approaches in the financial market practice. <b>I. Knowledge base and understanding</b> After completing this course, students should be capable of: <ul style="list-style-type: none"> <li>• applying the knowledge in quantitative analysis to assess financial asset prices</li> <li>• conducting a critically evaluating individual methods and approaches to assess the value of financial instruments</li> <li>• understanding inner value of financial assets and their dynamics in individual market segments</li> <li>• understanding interlinkages between financial asset prices, monetary policy and economic outlook.</li> </ul> <b>II. Skills and Competencies</b> After completing this course, students should be able to: <ul style="list-style-type: none"> <li>• communicate the key questions of assessing financial prices and their dynamics;</li> <li>• analyse problems in financial markets critically and draw conclusions;</li> </ul>	

- resolve financial market issues using relevant approaches and methods and draw clear and useful recommendations
- apply and synthesize knowledge from the field of financial markets.

**Indicative content:**

- Models of financial assets pricing. Parameters. Issuers and investors. Equilibrium. Information. Properties of financial assets. Stochastic processes in discrete and continuous time. Definitions, terminology, probability.
- Law of One Price. Arbitrage. Predictability of asset price returns. Efficiency Market Hypothesis. Market asymmetries – information asymmetry, delayed market response, herd behaviour.
- Simulation of probability distribution of random price movements. Uncertainty, information and random processes.
- Behaviour of stock prices. Models of continuous stochastic processes. Random walk, Wiener process, geometric Brownian motion, diffusion, jumps and Ito process.
- Stock market and intrinsic value of stock. Determinants of common shares. Performance indicators and their information value.
- Simulation of interest rate movements. Models of equilibrium interest rates (Vasicek, Cox-Ingersoll-Ross). Assessing nominal and real asset prices.
- Binomial model of asset pricing. Risk neutral asset pricing.
- Volatility. Implied volatility. Sources of volatility. Estimation of implied volatility (GARCH and EWMA).
- Securities market. Assessing value of securities. Exposures and risk premia. Yield curve. Assessment of financial assets and its link to economic outlook and macroeconomic performance in general.

**Support literature:**

Hull, John C., 2005, Options, Futures, and Other Derivatives, sixth ed., Prentice-Hall.  
 Malkiel, Burton G., 2007, A Random Walk Down Wall Street, W.W. Norton & Co., New York.  
 Munk, Claus, 2013, Financial Asset Pricing Theory, Oxford University Press.  
 Pennacchi, George, 2008, Theory of Asset Pricing, Pearson Addison Wesley.

**Syllabus:**

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

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 0

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

**Lecturer:** doc. Ing. Martin Alexy, PhD., Ing. František Hocman, PhD.

**Date of the latest change:** 06.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KET NHF/NNE21102/21	<b>Title of course:</b> Principles of Economics 2
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Requirements to complete the course: individual work, written test, written exam Seminars 40 %, of which: Activity at the seminar 15 % Elaboration and presentation of a case study 10 % Written tests from quantitative and graphic tasks 15 % Result of the final written exam 60 %	
<b>Student workload:</b>	
<b>Teaching results:</b> Teaching results: The aim of the course is to introduce the students to the principles of macroeconomics and functioning of the economy as a whole. The students will be able to understand the basic macroeconomic indicators and the mutual interactions between them. The students learn how the macroeconomic equilibrium is being formed and what are the causes and consequences of macroeconomic disequilibrium. The course focuses on the economic role of the state, macroeconomic policies, the basic models of a closed and open economy and the international economic relations. <b>Knowledge:</b> Completion of the course enables students to master the basic macroeconomic concepts and understand macroeconomic context. The students will be able to systematize the knowledge of macroeconomics in relation to the courses such as economic policy, public finance, social policy and public administration. <b>Competences:</b> The students will gain the ability to think like the economist and understand macroeconomic concepts, indicators, policies and issues and apply knowledge of macroeconomics to events in the economy. <b>Skills:</b> The students get the ability to search, process and analyze macroeconomic data gained from relevant resources and evaluate macroeconomic development. In tutorial, students are expected to work not only individually but also in teams. The students learn how to discuss and present their arguments.	

**Indicative content:**

Indicative content:

Gross domestic product. Alternative approaches to measurement of economic performance. Aggregate demand and aggregate supply. Model AD-AS.

Consumption, savings and investment.

Economy in long-run: economic growth.

Economy in short-run: economic cycle.

Money, money market and banking system.

Inflation.

Unemployment and Phillips curve.

Macroeconomic approaches to economic policy.

Fiscal policy.

Monetary policy.

International trade. International flows goods, services and capital.

Exchange rate mechanism and international monetary relations.

International economic integration.

**Support literature:**

Support literature:

Compulsory literature:

1. Parkin, M.: Economics. 12th edition. Harlow: Pearson Education, 2016.

2. Mankiw, G.M.: Principles of Economics. 8th edition. Boston: Cengage Learning, 2017.

Suggested reading:

1. Krugman, P. – Wells, R.: Economics. 5th edition, Worth Publishers, 2018.

2. Acemoglu, D. – Laibson, D. – List, J.A.: Macroeconomics. Global edition, Pearson 2016

3. Levitt, D. S. – Dubner, S. J.: Freakonomics (A Rogue Economist Explores the Hidden Side of Everything). William Morrow Ltd., 2006.

2. Levitt, D. S. – Dubner, S. J.: SuperFreakonomics, William Morrow Ltd., 2011.

3. Thaler, R. – Sunstein, C. R.: Nudge (Improving Decisions about Health, Wealth and Happiness). Yale University Press, 2008.

**Syllabus:**

LECTURES

1 WEEK

Gross domestic product. Alternative ways of measuring economic performance. Aggregate demand, aggregate supply, model AD-AS

Measurement of economic activity - GDP, methods of GDP calculation, nominal and real GDP.

GDP imperfections and alternative ways of measuring economic performance. Definition of the terms aggregate demand and aggregate supply, factors influencing the size of AD and AS. AD-AS model as a basic model of macroeconomic balance.

WEEK 2

Consumption, savings and investment

Consumption as the largest component of aggregate demand. Changes in consumption and their impact on AD. Consumption function, average and marginal propensity to consume. Savings and savings function. Average and marginal propensity to save. Expenditure balance in a closed economy. Investments and their effects. Investment multiplier and its importance.

WEEK 3

Long-term economy: Economic growth

Economic growth, its measurement. Sources of economic growth. Ways to ensure sustainable growth. Problems of economic growth in developed and less developed countries.

WEEK 4

## Short-term economics: Economic cycle

Economic cycle - its course, basic and boundary phases. Specifics of economic cycles in the 20th century and early 21st century. The influence of the economic cycle on changes in basic macroeconomic variables. The cycle caused by shocks on the AD side, resp. shocks on the AS side. Illustration of economic cycle phases in AD-AS model. Okun's law.

### WEEK 5

#### Money, the money market and the banking system

The nature and function of money. Development of forms of money. Money supply and monetary aggregates. Money demand and basic theories of money demand and their implications. Liquidity preference theory and quantitative money theory. Forming equilibrium in the money market. Financial intermediaries - creation of bank money and multiplier of money supply.

### WEEK 6

#### Inflation

Inflation and its measurement using price indices. Classification of inflation by individual forms. Expected and unexpected inflation. Demand-driven and cost-driven inflation. The cost of inflation. Deflation and its impact on the economy.

### WEEK 7

#### Unemployment and the Phillips curve

Definition of basic terms (working population, workforce, employed, unemployed).

Unemployment measurement. Forms of unemployment. Causes of the existence of frictional, structural and cyclical unemployment. Natural unemployment rate. Unemployment costs.

Ways to solve the problem of unemployment. Phillips curve - original approach and monetarist approach.

### WEEK 8

#### Macroeconomic approaches to economic policy

The concept and forms of macroeconomic economic policy. Macroeconomic economic policy objectives. Domestic and supranational entities of macroeconomic economic policy. The concept of the magic n-gon. Demand-oriented macroeconomic policy and supply-oriented macroeconomic policy. Approaches of individual theoretical schools in preferring economic policy goals.

### WEEK 9

#### Fiscal policy

Fiscal policy. National budget. State budget revenues and expenditures. State budget deficit and state debt. Objectives and transmission mechanism of fiscal policy. Stabilization fiscal policy and the use of automatic stabilizers. Discrete fiscal policy measures. Extrusion effect. Short-term and long-term effects of fiscal policy in the AD-AS model. Fiscal multipliers.

### WEEK 10

#### Monetary policy

Monetary policy objectives. The position and role of the central bank in the economy. Types of monetary policy. Monetary policy transmission mechanism. Indirect monetary policy instruments - open market operations, minimum reserves, key CB interest rates and foreign exchange market interventions. Short-term and long-term effects of monetary policy in the AD-AS model.

### WEEK 11

#### International Trade. International movement of goods, services and capital

International trade - the essence, causes of the existence of international trade. Theories of international trade - theory of absolute and comparative costs. Free trade and economic efficiency. Liberal vs. protectionist foreign trade policy. Protectionist trade policy instruments - tariffs and quotas and their effects on the efficiency of resource allocation. International capital movements - foreign direct investment and portfolio investment. Balance of payments and its importance. Balance of payments structure.

## WEEK 12

Exchange rate mechanism and international monetary relations. International economic integration

Exchange rate - nominal and real exchange rate. Exchange rate formation, basic exchange rate systems, their advantages and disadvantages. Demand and supply by currency in the foreign exchange market. Factors influencing demand and supply in the foreign exchange market.

Purchasing power parity theory.

International economic integration and its forms. Development and current state of international economic integration within the EU.

## WEEK 13

Final summary and repetition of the most important topics

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## SEMINARS

### 1 WEEK

Introductory seminar

Familiarization with the content of the subject and the conditions of evaluation. Introduction to working with databases of statistical offices and international organizations.

### WEEK 2

Gross domestic product. Alternative ways of measuring economic performance. Aggregate demand, aggregate supply, model AD-AS

Measurement of economic activity - GDP, methods of its calculation, nominal and real GDP.

Gross domestic product statistics in selected countries. GDP imperfections and alternative ways of expressing economic prosperity.

### WEEK 3

Consumption, savings and investment

Consumption - autonomous, dependent on pension. Consumption function. Savings and savings function. Average and marginal propensity to consume and save. Private, public and national savings. Equilibrium model in the market of financial resources - balance of savings and investments.

### WEEK 4

Long-term economy: Economic growth

Statistical comparison of living standards of selected countries. The role of labor productivity and sources of its growth. Possibilities of measuring economic growth and its impact on living standards.

### WEEK 5

Short-term economics: Economic cycle

Economic growth versus economic cycle. The model of aggregate demand and aggregate supply and its importance in explaining cyclical fluctuations. Use of statistics in economic cycle analysis. Identification of shocks in the AD-AS model

### WEEK 6

Money, banking system and money market

Money, monetary aggregates and their importance in the economy. Statistical data on monetary aggregates in selected countries. Quantitative theory of money and the equation of exchange.

The relationship between the amount of money and the price level. Fractional banking - a money multiplier and the creation of bank money.

### WEEK 7

Inflation

Price indices, their importance in measuring price level changes and the application of knowledge using statistical data. Causes of inflation, its forms and costs of inflation. Demand-driven and cost-driven inflation in the AD-AS model.

**WEEK 8****Unemployment and the Phillips curve**

Population distribution in the economy and its importance in measuring the unemployment rate, employment and economic activity using statistics. Causes and possibilities of solving the frictional, structural and cyclical unemployment rate. Natural unemployment rate. Short-term choice between inflation and unemployment - Phillips curve.

**WEEK 9****Fiscal policy**

Implementation of expansionary and restrictive fiscal policy in the AD-AS model. Fiscal policy instruments. Fiscal multipliers and the crowding-out effect of private investment. Analysis of fiscal policy responses based on taxes and government expenditures.

**WEEK 10****Monetary policy**

Implementation of expansionary and restrictive monetary policy in the AD-AS model. Monetary policy instruments. The European Central Bank, its instruments and the implementation of monetary policy. Analysis of the central bank's reactions to demand and supply shocks in AD-AS.

**WEEK 11****Final written work.**

Presentation of a case study in the form of teamwork, discussion

**WEEK 12****International Trade. International movement of goods, services and capital**

Theory of absolute and comparative advantages. Graphic analysis of importing and exporting economies. Tariffs and quotas - tools of government protectionist trade policy. Balance of payments and its components.

**WEEK 13**

Exchange rate mechanism and international monetary relations. International economic integration.

Exchange rate - nominal and real exchange rate. Graphic analysis of the formation of equilibrium in the foreign exchange market. Basic exchange rate systems - causes and consequences of overvalued and undervalued exchange rates. International economic integration.

Corrective date of the final written work.

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

english

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

Total number of evaluated students: 11

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

**Lecturer:** prof. Ing. Anetta Čaplánová, PhD., Ing. Lubomír Darmo, PhD.

**Date of the latest change:** 13.02.2023

**Approved by:** Person responsible for the delivery, development and quality of the study programme doc. Ing. Lubomíra Gertler, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the

study programme prof. Ing. Pavol Ochotnický, CSc., Person responsible for the delivery, development and quality of the study programme doc. Ing. Jana Péliová, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Reháč, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Maroš Servátka, PhD., Person responsible for the delivery, development and quality of the study programme Dr. h. c. prof. Ing. Rudolf Sivák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KET NHF/MNE21102/21	<b>Title of course:</b> Principles of Macroeconomics (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> Requirements to complete the course: individual work, written test, written exam Seminars 40 %, of which: Activity at the seminar 15 % Elaboration and presentation of a case study 10 % Written tests from quantitative and graphic tasks 15 % Result of the final written exam 60 %	
<b>Student workload:</b> 156 hours of which: Face to face instruction - lectures: 26 hours Face to face instruction - seminars: 26 hours Preparation for seminars: 13 hours Preparation of a team case study: 15 hours Preparation for written tests: 15 hours Preparation for the final exam: 61 hours	
<b>Teaching results:</b> Teaching results: The aim of the course is to introduce the students to the principles of macroeconomics and functioning of the economy as a whole. The students will be able to understand the basic macroeconomic indicators and the mutual interactions between them. The students learn how the macroeconomic equilibrium is being formed and what are the causes and consequences of macroeconomic disequilibrium. The course focuses on the economic role of the state, macroeconomic policies, the basic models of a closed and open economy and the international economic relations. Knowledge: Completion of the course enables students to master the basic macroeconomic concepts and understand macroeconomic context. The students will be able to systematize the knowledge of macroeconomics in relation to the courses such as economic policy, public finance, social policy and public administration. Competences:	

The students will gain the ability to think like the economist and understand macroeconomic concepts, indicators, policies and issues and apply knowledge of macroeconomics to events in the economy.

Skills:

The students get the ability to search, process and analyze macroeconomic data gained from relevant resources and evaluate macroeconomic development. In tutorial, students are expected to work not only individually but also in teams. The students learn how to discuss and present their arguments.

**Indicative content:**

Indicative content:

Gross domestic product. Alternative approaches to measurement of economic performance.

Aggregate demand and aggregate supply. Model AD-AS.

Consumption, savings and investment.

Economy in long-run: economic growth.

Economy in short-run: economic cycle.

Money, money market and banking system.

Inflation.

Unemployment and Phillips curve.

Macroeconomic approaches to economic policy.

Fiscal policy.

Monetary policy.

International trade. International flows goods, services and capital.

Exchange rate mechanism and international monetary relations.

International economic integration.

**Support literature:**

Support literature:

Compulsory literature:

1. Parkin, M.: Economics. 12th edition. Harlow: Pearson Education, 2016.

2. Mankiw, G.M.: Principles of Economics. 8th edition. Boston: Cengage Learning, 2017.

Suggested reading:

1. Krugman, P. – Wells, R.: Economics. 5th edition, Worth Publishers, 2018.

2. Acemoglu, D. – Laibson, D. – List, J.A.: Macroeconomics. Global edition, Pearson 2016

3. Levitt, D. S. – Dubner, S. J.: Freakonomics (A Rogue Economist Explores the Hidden Side of Everything). William Morrow Ltd., 2006.

2. Levitt, D. S. – Dubner, S. J.: SuperFreakonomics, William Morrow Ltd., 2011.

3. Thaler, R. – Sunstein, C. R.: Nudge (Improving Decisions about Health, Wealth and Happiness). Yale University Press, 2008.

**Syllabus:**

LECTURES

1 WEEK

Gross domestic product. Alternative ways of measuring economic performance. Aggregate demand, aggregate supply, model AD-AS

Measurement of economic activity - GDP, methods of GDP calculation, nominal and real GDP.

GDP imperfections and alternative ways of measuring economic performance. Definition of the terms aggregate demand and aggregate supply, factors influencing the size of AD and AS. AD-AS model as a basic model of macroeconomic balance.

WEEK 2

Consumption, savings and investment

Consumption as the largest component of aggregate demand. Changes in consumption and their impact on AD. Consumption function, average and marginal propensity to consume. Savings

and savings function. Average and marginal propensity to save. Expenditure balance in a closed economy. Investments and their effects. Investment multiplier and its importance.

#### WEEK 3

Long-term economy: Economic growth

Economic growth, its measurement. Sources of economic growth. Ways to ensure sustainable growth. Problems of economic growth in developed and less developed countries.

#### WEEK 4

Short-term economics: Economic cycle

Economic cycle - its course, basic and boundary phases. Specifics of economic cycles in the 20th century and early 21st century. The influence of the economic cycle on changes in basic macroeconomic variables. The cycle caused by shocks on the AD side, resp. shocks on the AS side. Illustration of economic cycle phases in AD-AS model. Okun's law.

#### WEEK 5

Money, the money market and the banking system

The nature and function of money. Development of forms of money. Money supply and monetary aggregates. Money demand and basic theories of money demand and their implications. Liquidity preference theory and quantitative money theory. Forming equilibrium in the money market.

Financial intermediaries - creation of bank money and multiplier of money supply.

#### WEEK 6

Inflation

Inflation and its measurement using price indices. Classification of inflation by individual forms. Expected and unexpected inflation. Demand-driven and cost-driven inflation. The cost of inflation. Deflation and its impact on the economy.

#### WEEK 7

Unemployment and the Phillips curve

Definition of basic terms (working population, workforce, employed, unemployed).

Unemployment measurement. Forms of unemployment. Causes of the existence of frictional, structural and cyclical unemployment. Natural unemployment rate. Unemployment costs.

Ways to solve the problem of unemployment. Phillips curve - original approach and monetarist approach.

#### WEEK 8

Macroeconomic approaches to economic policy

The concept and forms of macroeconomic economic policy. Macroeconomic economic policy objectives. Domestic and supranational entities of macroeconomic economic policy. The concept of the magic n-gon. Demand-oriented macroeconomic policy and supply-oriented macroeconomic policy. Approaches of individual theoretical schools in preferring economic policy goals.

#### WEEK 9

Fiscal policy

Fiscal policy. National budget. State budget revenues and expenditures. State budget deficit and state debt. Objectives and transmission mechanism of fiscal policy. Stabilization fiscal policy and the use of automatic stabilizers. Discrete fiscal policy measures. Extrusion effect. Short-term and long-term effects of fiscal policy in the AD-AS model. Fiscal multipliers.

#### WEEK 10

Monetary policy

Monetary policy objectives. The position and role of the central bank in the economy. Types of monetary policy. Monetary policy transmission mechanism. Indirect monetary policy instruments - open market operations, minimum reserves, key CB interest rates and foreign exchange market interventions. Short-term and long-term effects of monetary policy in the AD-AS model.

#### WEEK 11

International Trade. International movement of goods, services and capital  
International trade - the essence, causes of the existence of international trade. Theories of international trade - theory of absolute and comparative costs. Free trade and economic efficiency. Liberal vs. protectionist foreign trade policy. Protectionist trade policy instruments - tariffs and quotas and their effects on the efficiency of resource allocation. International capital movements - foreign direct investment and portfolio investment. Balance of payments and its importance. Balance of payments structure.

#### WEEK 12

Exchange rate mechanism and international monetary relations. International economic integration

Exchange rate - nominal and real exchange rate. Exchange rate formation, basic exchange rate systems, their advantages and disadvantages. Demand and supply by currency in the foreign exchange market. Factors influencing demand and supply in the foreign exchange market.

Purchasing power parity theory.

International economic integration and its forms. Development and current state of international economic integration within the EU.

#### WEEK 13

Final summary and repetition of the most important topics

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### SEMINARS

#### 1 WEEK

Introductory seminar

Familiarization with the content of the subject and the conditions of evaluation. Introduction to working with databases of statistical offices and international organizations.

#### WEEK 2

Gross domestic product. Alternative ways of measuring economic performance. Aggregate demand, aggregate supply, model AD-AS

Measurement of economic activity - GDP, methods of its calculation, nominal and real GDP.

Gross domestic product statistics in selected countries. GDP imperfections and alternative ways of expressing economic prosperity.

#### WEEK 3

Consumption, savings and investment

Consumption - autonomous, dependent on pension. Consumption function. Savings and savings function. Average and marginal propensity to consume and save. Private, public and national savings. Equilibrium model in the market of financial resources - balance of savings and investments.

#### WEEK 4

Long-term economy: Economic growth

Statistical comparison of living standards of selected countries. The role of labor productivity and sources of its growth. Possibilities of measuring economic growth and its impact on living standards.

#### WEEK 5

Short-term economics: Economic cycle

Economic growth versus economic cycle. The model of aggregate demand and aggregate supply and its importance in explaining cyclical fluctuations. Use of statistics in economic cycle analysis. Identification of shocks in the AD-AS model

#### WEEK 6

Money, banking system and money market

Money, monetary aggregates and their importance in the economy. Statistical data on monetary aggregates in selected countries. Quantitative theory of money and the equation of exchange.

The relationship between the amount of money and the price level. Fractional banking - a money multiplier and the creation of bank money.

**WEEK 7**

**Inflation**

Price indices, their importance in measuring price level changes and the application of knowledge using statistical data. Causes of inflation, its forms and costs of inflation. Demand-driven and cost-driven inflation in the AD-AS model.

**WEEK 8**

**Unemployment and the Phillips curve**

Population distribution in the economy and its importance in measuring the unemployment rate, employment and economic activity using statistics. Causes and possibilities of solving the frictional, structural and cyclical unemployment rate. Natural unemployment rate. Short-term choice between inflation and unemployment - Phillips curve.

**WEEK 9**

**Fiscal policy**

Implementation of expansionary and restrictive fiscal policy in the AD-AS model. Fiscal policy instruments. Fiscal multipliers and the crowding-out effect of private investment. Analysis of fiscal policy responses based on taxes and government expenditures.

**WEEK 10**

**Monetary policy**

Implementation of expansionary and restrictive monetary policy in the AD-AS model. Monetary policy instruments. The European Central Bank, its instruments and the implementation of monetary policy. Analysis of the central bank's reactions to demand and supply shocks in AD-AS.

**WEEK 11**

Final written work.

Presentation of a case study in the form of teamwork, discussion

**WEEK 12**

International Trade. International movement of goods, services and capital

Theory of absolute and comparative advantages. Graphic analysis of importing and exporting economies. Tariffs and quotas - tools of government protectionist trade policy. Balance of payments and its components.

**WEEK 13**

Exchange rate mechanism and international monetary relations. International economic integration.

Exchange rate - nominal and real exchange rate. Graphic analysis of the formation of equilibrium in the foreign exchange market. Basic exchange rate systems - causes and consequences of overvalued and undervalued exchange rates. International economic integration.

Corrective date of the final written work.

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

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 22

A	B	C	D	E	FX
4.55	18.18	0.0	36.36	13.64	27.27

**Lecturer:** prof. Ing. Anetta Čaplánová, PhD., Ing. Peter Adamovský, PhD., Ing. Ľubomír Darmo, PhD., Ing. Eva Sirakovová, PhD.

**Date of the latest change:** 13.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21030/21	<b>Title of course:</b> Project Management (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 2.	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b> KM FPM/MMB21040/21-Management (in English)	
<b>Requirements to complete the course:</b> 40% continuous written work, 60% combined exam	
<b>Student workload:</b> 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for credit paper 26 h, preparation for exam 52 h)	
<b>Teaching results:</b> <b>Knowledge:</b> <ul style="list-style-type: none"> <li>• A comprehensive view of the 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.</li> </ul> <b>Competence:</b> <ul style="list-style-type: none"> <li>• effectively use essential information about the company and its project world as a business entity,</li> <li>• 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,</li> <li>• 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,</li> <li>• 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,</li> <li>• pay attention to the environmental aspect and sustainability of project management.</li> </ul> <b>Skill:</b> <ul style="list-style-type: none"> <li>• Ensure compliance of project assignments with the company's strategy and prepare project documentation.</li> <li>• Acquire and develop international standards of project thinking in the business environment as a necessary condition for employment in the local labor market.</li> <li>• Build and maintain an integrated system of tools and methods for project management (software, documents, knowledge and experience, including resources and resource management).</li> </ul>	

- 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](http://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: 27

A	B	C	D	E	FX
74.07	22.22	0.0	0.0	0.0	3.7

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

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Business Management	
<b>Course code:</b> KM FPM/ MMB21045/21	<b>Title of course:</b> Psychology (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KM FPM/MMB21040/21-Management (in English)	
<b>Requirements to complete the course:</b> 30 % seminar paper, 70 % final written exam	
<b>Student workload:</b> 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, elaboration of a seminar paper 26 h, preparation for the final examination 52 h)	
<b>Teaching results:</b> Knowledge: <ul style="list-style-type: none"><li>• The course provides theoretical knowledge in the field of applied psychological disciplines: personality psychology, work psychology, social psychology and psychology of management and leadership of people. All these disciplines form the basis of managerial and entrepreneurial competences and skills.</li></ul> Competence: <ul style="list-style-type: none"><li>• understand human behaviour and identify nonstandard employee behaviour in the work process,</li><li>• effectively use knowledge of individual personality types in employee selection, employee placement in the company, planning training needs, employee career development, etc.,</li><li>• evaluate the choice and purpose of using psychological methods in the company,</li><li>• propose solutions to various forms of bullying in the work group.</li></ul> Skill: <ul style="list-style-type: none"><li>• diagnostics of psychological states of people working in the work process,</li><li>• prevention of negative psychological states in the work process,</li><li>• development of work and rest regimes and adjustments to the working environment in accordance with the promotion of the mental health of employees.</li></ul>	
<b>Indicative content:</b> Thematic definition of lectures: <ol style="list-style-type: none"><li>1. Introduction to the subject of psychology.</li><li>2. Methods of psychology and their application in practice.</li><li>3. Psychology of personality.</li><li>4. Personality of the manager.</li><li>5. Work and entrepreneurial activity from the psychological point of view.</li><li>6. Psychology of working environment.</li></ol>	

7. Psychology of performance and efficiency.
8. Psychological tools for increasing work motivation.
9. Psychological phenomena in the work group.
10. Bullying in the work group.
11. Psychological disorders arising in the work process.
12. Psychological conditions arising in the work process.
13. Psychohygiene in the work process.

Thematic definition of exercises:

1. Introduction to the subject of psychology.
2. Methods of psychology and their application in practice.
3. Personality psychology.
4. Manager's personality.
5. Work and business activities from a psychological point of view.
6. Psychology of the work environment.
7. Psychology of performance and effectiveness.
8. Psychological tools for increasing work motivation.
9. Psychological phenomena in the working group.
10. Bullying in the working group.
11. Mental disorders arising in the work process.
12. Mental states arising in the work process.
13. Psychohygiene in the work process.

### **Support literature:**

Basic literature:

1. MATKOVČÍKOVÁ, Natália - SZARKOVÁ, Miroslava. The Occurrence of anxiety disorders amongst managers working in the field of personnel marketing. In *Ekonomika a manažment : vedecký časopis Fakulty podnikového manažmentu Ekonomickej univerzity v Bratislave*. - Bratislava : Fakulta podnikového manažmentu Ekonomickej univerzity v Bratislave, 2016. ISSN 2454-1028, 2016, roč. 13, č. 1, s. 88-97 online.

Supplementary literature:

1. MATKOVČÍKOVÁ, Natália - SZARKOVÁ, Miroslava - BELÁŇOVÁ, Benita. Mental Health and Occupational Health and Safety in Human Resource Management in the Stage of the Industrial Revolution 4.0 and Development Trends. Reviewers: Kristína Králiková, Zdenka Macková. 1st Edition. České Budějovice : Vysoká škola evropských a regionálních studií, 2021. 138 s. ISBN 978-80-7556-085-8.
2. MATKOVČÍKOVÁ, Natália. Motivational orientation of young talented managers. In *Societas et Res Publica : medzinárodný internetový vedecký časopis zameraný na problematiku verejnej správy v kontexte interdisciplinárnych spoločenských súvislostí*. - [Trnava] : [Univerzita sv. Cyrila a Metoda, Fakulta sociálnych vied]. 2013. ISSN 1338-6530, 2013, vol. 2, no. 1, p. 183-189.
3. MATKOVČÍKOVÁ, Natália. Psychological effect of stressfull workplace on the performance of the employees. In *Studia Społeczne : social studies*. - Warszawa : Wydawnictwo Wyższej Szkoły Menedżerskiej w Warszawie, 2015. ISSN 2449-9714, 2015, roč. 12, č. 1, s. 143-146 online. VEGA 1/0053/12.
4. ARNOLD, John - RANDALL, Ray. *Work psychology: understanding human behaviour in the workplace*. 5th ed. New York: Financial Times Prentice Hall, 2010. ISBN 9780273711216.
5. LUTGEN-SANDVIK, P. - TRACY, S. J., - ALBERTS, J. K. Burned by bullying in the American workplace: Prevalence, perception, degree, and impact (str. 854). *Journal of Management Studies*. 2007. ISSN 44(6), 837– 862.
6. SULS, J.; DAVID, J. P; HARVEY, J. H. Personality and Coping: Three Generations of Research. *Journal of Personality*. 1996. ISSN 64(4) , 711-735.

7. BIRON, C. - BURKE, R.J. Creating Healthy Workplaces - Stress Reduction, Improved Well-being, and Organizational Effectiveness. London, Routledge, 2014. 384 s. ISBN 9781317158530.

### **Syllabus:**

Thematic definition of lectures:

1. Introduction to the subject of psychology.
2. Methods of psychology and their application in practice.
3. Psychology of personality.
4. Personality of the manager.
5. Work and entrepreneurial activity from the psychological point of view.
6. Psychology of working environment.
7. Psychology of performance and efficiency.
8. Psychological tools for increasing work motivation.
9. Psychological phenomena in the work group.
10. Bullying in the work group.
11. Psychological disorders arising in the work process.
12. Psychological conditions arising in the work process.
13. Psychohygiene in the work process.

Thematic definition of exercises:

1. Introduction to the subject of psychology.

The origin and development of psychology in relation to the development of management. Applied psychological disciplines forming the basis of managerial and entrepreneurial competencies and skills. The main psychological approaches (Experimental Psychology, Psychotechnics, Psychoanalysis, Behaviourism) and their application in contemporary management practice.

2. Methods of psychology and their application in practice.

Choice and use of psychological methods. The most famous psychological experiments. Online psychological questionnaires. Presentation of psychodiagnostic tests. Demonstration of projective methods. Application of psychology methods in management and marketing practice.

3. Personality psychology.

Personality structure. The Big Five five-factor model of personality and its use in practice.

Basic typologies of personality. The oldest Hippocratic typology of personality. Four types of temperament. Dimensions of introversion-extroversion. Stability-instability dimensions. Jung's personality typology. Administration of personality test according to Myers-Briggs typology with evaluation.

4. Manager's personality.

Personality profile of a manager. Physical and psychological characteristics of a manager.

Manager's abilities. Skills of the manager. Psychological processes of a manager. Mental states of the manager in the work process. Presentation of research results on the importance of personality characteristics of managers in practice.

5. Work and business activities from a psychological point of view.

Psychology of work. Analysis of work activity and its methods. Psychological profesigram, content and its structure. The importance of profesigraphy and profesigram in business management. Funkciography and creation of a funkciograph. Mental work capacity. Assessment of mental working capacity. Deviations in mental working capacity.

6. Psychology of the work environment.

Psychological effects on performance resulting from the work environment. Current trends in the regulation of the working environment. Workplace lighting. Psychological effect of the use of colors in the work environment. Noise in the workplace. Microclimatic conditions at the workplace. Electrosmog and its effects.

7. Psychology of performance and effectiveness.

Work performance and its direct and indirect indicators. Changes in work performance during work shifts. Biorhythm of employees in the work process. Flexible working hours as a factor related to the performance of employees in the work process.

8. Psychological tools for increasing work motivation.

Motivational profile of the employee/manager and its use in practice. Motivational personality types. Psychological tools for increasing work motivation. Motivation programs. Motivation of employees of different generations.

9. Psychological phenomena in the working group.

The importance of interpersonal relationships in the workplace. Working group vs. team. Team building. Synergistic effect and its significance. Psychological phenomena in a working group (phenomenon of group pressure, group cohesion). Demonstration of a social experiment. Socio-psychological atmosphere in the working group.

10. Bullying in the working group.

Negative psychological phenomena in the work group. Bullying in the form of mobbing, bossing. Sexual harassment. Cyberbullying. The personality of the aggressor. Consequences of bullying for employees and companies. Antimobbing and anti-discrimination legislation. Possibilities of solving bullying in the workplace. Case studies.

11. Mental disorders arising in the work process.

Mental health and its importance (research results, current campaigns). The most common mental disorders in the work process and their manifestations. Depression. Anxiety disorders. Phobias. Corporate psychopaths. Case studies. Treatment of mental disorders.

12. Mental states arising in the work process.

Resources, manifestations of mental states and their impact on the performance of employees and managers. Fatigue in the work process. Stress in the work process. Consequences of stress for the company, employees and managers. Burnout syndrome and chronic fatigue syndrome. Case studies.

13. Psychohygiene in the work process.

Mental balance. Work-life balance. Tools for the prevention of negative mental states in the work process. Anti-stress program in the company and its practical use. Training of relaxation techniques: Mindfulness technique, Autogenous training.

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

English

**Notes:**

**Assessment of courses**

Total number of evaluated students: 1

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

**Lecturer:** Mgr. Natália Matkovčíková, PhD.

**Date of the latest change:** 09.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava											
<b>Faculty:</b> Faculty of National Economy											
<b>Course code:</b> KET NHF/NNE21207/21			<b>Title of course:</b> Public Choice Theory								
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present											
<b>Number of credits:</b> 6											
<b>Recommended semester/trimester of study:</b> 2.											
<b>Degree of study:</b> II., N											
<b>Prerequisites:</b>											
<b>Requirements to complete the course:</b>											
<b>Student workload:</b>											
<b>Teaching results:</b>											
<b>Indicative content:</b>											
<b>Support literature:</b>											
<b>Syllabus:</b>											
<b>Language whose command is required to complete the course:</b>											
<b>Notes:</b>											
<b>Assessment of courses</b> Total number of evaluated students: 0											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Lecturer:</b>											
<b>Date of the latest change:</b> 13.02.2023											
<b>Approved by:</b> Person responsible for the delivery, development and quality of the study programme prof. Ing. Martin Lábaj, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Eduard Nežinský, PhD., Person responsible for the delivery, development and quality of the study programme Ing. Marcel Novák, PhD., Person responsible for the delivery, development and quality of the study programme doc. Ing. Štefan Rehák, PhD., Person responsible for the delivery, development and quality of the study programme prof. Ing. Anetta Čaplánová, PhD.											

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KF NHF/NNB21103/21	<b>Title of course:</b> Public Finance
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 4.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20 % midterm test, 20 % assignment, 60 % final exam	
<b>Student workload:</b> Total study load (in hours): 156 Lectures 26 h, Seminars 26 h, Preparation for seminars 13 h, Preparation of assignments 13 h, Preparation for midterm test 26 h, Preparation for final exam 52 h	
<b>Teaching results:</b> Skills: Students will be able to articulate and evaluate theories about the role of government in the economy, particularly regarding taxation and expenditure programs. <ul style="list-style-type: none"> <li>• Knowledge and understanding: Students will demonstrate knowledge of empirical analysis on the effects of government policies on economic outcomes. Students will be able to use this knowledge to develop their own fact-based positions on political issues.</li> <li>• Competence: Students will demonstrate knowledge of specific institutions in the US which are related to government taxation and expenditure programs. This knowledge will prepare students for jobs in the fields of public policy, economics, and business.</li> </ul>	
<b>Indicative content:</b> This course examines the role of the public sector in the economy with an emphasis on government expenditure programs and tax policy. The aim of the course is to provide an understanding of the nature of government intervention in the economy and the response of individuals and firms to government programs and policies. The course explores both theoretical models and empirical evidence. 1 Introduction to Public Finance 2 Theoretical Tools and Empirical Tools of Public Finance 3. Externalities 4. Private and Public Solutions to Externalities	

5. Public Goods
6. Cost-Benefit analysis
7. Political Economy - Public choice
8. Fiscal Federalism
9. Income Distribution
10. Taxation: Background
11. Tax Incidence
12. Taxation: Efficiency and Optimality Considerations

**Support literature:**

Gruber, Jonathan (2019). Public Finance and Public Policy, 6th edition, Worth Publishers: New York.

**Syllabus:**

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

english

**Notes:**

**Assessment of courses**

Total number of evaluated students: 20

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	5.0	15.0	15.0	60.0	5.0	0.0	0.0	0.0	0.0

**Lecturer:** doc. Ing. Alena Zubařová, PhD., doc. Ing. Erika Neubauerová, PhD., Ing. Lukrécia Kováč Gerulová, PhD., doc. Ing. Jana Péřiová, PhD.

**Date of the latest change:** 06.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of National Economy	
<b>Course code:</b> KVSaRR NHF/ NNG21101/21	<b>Title of course:</b> Regional Economics and Policy
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Lecture / Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 / 2 <b>Per course:</b> 26 / 26 <b>Method of study:</b> present	
<b>Number of credits:</b> 6	
<b>Recommended semester/trimester of study:</b> 6.	
<b>Degree of study:</b> I., N	
<b>Prerequisites:</b> KET NHF/NNE21001/21-PRINCIPLES OF ECONOMICS 1 or KET NHF/NNE21002/21-PRINCIPLES OF ECONOMICS 2	
<b>Requirements to complete the course:</b> individual work, mid term tests written / combined exam 20 % quality and presentation of term paper 10 % result of the mid term written examination 10 % activity during seminars 60 % result of the final exam	
<b>Student workload:</b>	
<b>Teaching results:</b> Knowledge - By completing the course the student will understand the economic principles behind the growth and development of regions and the possibilities of public policy to influence these processes. The graduate will have an overview of basic data sources for individual economic analyzes. Skills - Will gain practical skills in localization analysis, analysis of spatial concentration of economic activities, analysis of the industrial structure of regions, analysis of the multiplication process of exports and analysis of the process of regional convergence. He will acquire these skills either by working with empirical data or by working with stylized examples. Competences - Using the acquired knowledge and skills will be able to identify appropriate economic tools to address problem areas in regional development from the perspective of regional policy.	
<b>Indicative content:</b> The subject is divided into three problem areas. The first part provides a basic overview of the microeconomic principles of business localization. The second part of the course explains the principles behind the mobility of production factors and the basic mechanisms of regional economic growth in terms of neoclassical and Keynesian concepts as well as in terms of endogenous growth theory. The third part of the course is devoted to the rationale and possibilities of public interventions in the regional development. <ol style="list-style-type: none"> <li>1. Spatial structure of the economy.</li> <li>2. Economic principles of firm localization</li> </ol>	

3. Interfirm competition and localization of companies
4. Agglomeration economies and diseconomies
5. Principles of regionalization. Regional economic growth vs. development.
6. Regional economic growth in the long run (labor, capital and mobility of production factors)
7. Regional economic growth in the long run (interregional trade)
8. Long-term regional economic growth (human capital and technology)
9. Regional economic growth in the short term (external demand and export multiplier)
10. Regional policy (definition, instruments)
11. Regional policy of the Slovak Republic
12. EU cohesion policy

**Support literature:**

1. Buček, Reháč, Tvrdoň, 2011. Regionálna ekonómia a politika. Iura Edition. Bratislava
2. McCann, P. 2013. Modern Urban and Regional Economics. Oxford University Press, Oxford.
3. Pike, A., Rodríguez-Pose, A., & Tomaney, J. 2016. Local and regional development. Routledge.

**Syllabus:**

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

anglický jazyk

**Notes:**

**Assessment of courses**

Total number of evaluated students: 25

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
16.0	0.0	0.0	12.0	8.0	32.0	16.0	16.0	0.0	0.0	0.0	0.0

**Lecturer:** doc. Ing. Štefan Reháč, PhD., Ing. Oliver Rafaj, PhD.

**Date of the latest change:** 10.02.2023

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

## DESCRIPTION OF COURSE

<b>University:</b> University of Economics in Bratislava	
<b>Faculty:</b> Faculty of Commerce	
<b>Course code:</b> KMr OF/OOA21242/21	<b>Title of course:</b> Suustainable Marketing (in English)
<b>Type, load and method of teaching activities:</b> <b>Form of course:</b> Practical <b>Recommended load of course ( number of lessons ):</b> <b>Per week:</b> 2 <b>Per course:</b> 26 <b>Method of study:</b>	
<b>Number of credits:</b> 4	
<b>Recommended semester/trimester of study:</b>	
<b>Degree of study:</b> II., N	
<b>Prerequisites:</b>	
<b>Requirements to complete the course:</b> 20% continuous semester assessment 20% semester work 60% written exam	
<b>Student workload:</b> Workload: 104 hours Attendance at seminars: 26 hours Preparation for seminars: 16 hours Elaboration of a semester project: 16 hours Preparation for the exam: 46 hours	
<b>Teaching results:</b> Knowledge: to understand the problem of sustainable development, importance, development and implementation in the specific conditions, to understand the application of sustainable marketing approaches in the field of development of the product, customer behavior, marketing strategies, marketing planning and marketing mix. Skills: the ability to apply the instrumentarium of sustainable marketing in concrete cases, critically evaluate the situation, formulate criteria for the analysis of the current situation and formulate the aims of sustainable marketing strategy. Competence: the ability to operate with information, find them, select, analyze and synthesize with a focus on the concept of sustainable marketing, the ability to predict scenarios of further development	
<b>Indicative content:</b> The case studies methodology. Marketing in the Twenty-First Century. Elements of sustainable marketing. Socio-ecological problems. Sustainable consumer behavior. Sustainability marketing values. Sustainability marketing strategies. Sustainable innovations. Sustainable marketing mix. Future of sustainable marketing	
<b>Support literature:</b> 1. Belz, F. M., and Peattie, K. 2012. Sustainability Marketing: A global perspective. Chichester: Wiley 2. Kotler, P., Keller, K.L., Brady, M., Goodman, M. 2009. Marketing Management: First European Edition. Pearson Publisher	

**Syllabus:**

1. An introduction to the concept of Sustainable marketing. Understanding sustainability and marketing.
2. Marketing in the Twenty-First Century. Challenges for the Twenty-First Century. Sustainable development.
3. Framing sustainable marketing. Elements of sustainable marketing. Corporate social responsibility. Ethical context. Socio-political context. Global context.
4. Socio-ecological problems. Socio-ecological problems on a macro level and socio-ecological impact of products on a micro level.
5. Sustainable consumer behavior. Understanding sustainable consumer behavior. Sustainability and consumption.
6. Sustainability marketing values. Sustainability marketing objectives.
7. Sustainability marketing strategies. Understanding the marketing environment. Developing sustainable marketing strategies
8. Sustainable innovations. Introducing new sustainable products into the market.
9. Sustainable marketing mix: customer solutions. Developing a sustainable products and services. Sustainable branding
10. Sustainable marketing mix: communications. Communication mix. Cause-related marketing. Greenwashing
11. Sustainable marketing mix: customer cost. Total customer cost. Price -setting approaches. Price strategies
12. Sustainable marketing mix: convenience. Distribution strategies. Sustainable packaging.
13. Future of sustainable marketing. Market, corporate and marketing transformations

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

English

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

Total number of evaluated students: 1

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

**Lecturer:** Ing. Katarína Chomová, PhD., Ing. Mgr. Janka Kopaničová, PhD.

**Date of the latest change:** 23.02.2023

**Approved by:**