

**Course Information sheets**

SP Mgr business administration (daily and external form)

**Course list:**

*COM500 Resolving Conflicts in a Managerial Environment*  
*DP699 Thesis*  
*DSM593A Diploma seminar I*  
*DSM593B Diploma seminar II*  
*FIN542 Banking*  
*INT599 Professional internship*  
*MB545 Marketing management*  
*MBA531 Managerial Economics*  
*MBA535 Managerial Accounting*  
*MBA540 Financial Management*  
*MC511 Research methodology*  
*MC516 Management Information Systems*  
*MC573 International Business*  
*MC578 Business risk*  
*MC699 State Exam*  
*MC506 Quantitative methods for managers*  
*MC509 Organization and management*  
*MC550 Production management and logistics*  
*MC584 Strategic Approach to Human Resource Management*  
*MC 600 Strategic management*  
*PM501 Project management*  
*PM507 Innovation management*  
*PM511 TQM*  
*PV501 Business taxes*  
*PV505 Employee care*

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> COM500	<b>Course name:</b> Resolving Conflicts in a Managerial Environment
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 3.-4. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the trimester there will be implemented following assignments: active participation and case study elaboration for 25 points, research paper – group project for 25 points, midterm exam for 25 points and creation of work manual for 25 points. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn B grade at least 70 points, In order to earn C grade at least 65 points, in order to earn D grade at least 60 points and in order to earn E grade at least 55 points.	
<b>Learning outcomes:</b> Resolving conflicts and the art of negotiation are the essence of development and changes of managerial area in cases, these are stagnating. Subject deals with the conflict resolution and mechanisms of negotiations predominantly in the company environment. The aim of the subject is to acquaint students with the authoritative and alternative methods of dispute resolutions, introduce mechanisms of economic diplomacy and peaceful dispute settlement. Practical part of the course pays attention to using negotiating skills in managerial environment applying team simulations, interactive exercises and select case studies from the area of business management.	
<b>Brief Course Content:</b> Upon successful completion of the course the student will be able to: <ul style="list-style-type: none"> <li>• Analyze principles of crisis management,</li> <li>• Evaluate select approaches towards dispute resolution,</li> <li>• Analyze and apply theories of conflict resolution, peaceful settlement of disputes and negotiations in the commercial and work-related disputes,</li> <li>• Explain what factors influence success of negotiations,</li> <li>• Apply knowledge in cases of conflicts within business environment,</li> <li>• Use relevant resources to support arguments at negotiations, prevention and resolution of conflicts,</li> <li>• Compare and use appropriate negotiation style in relation to a particular dispute under resolution,</li> <li>• Solve specific disputes in managerial environment in a practical way.</li> </ul>	
<b>Planned learning activities:</b> lecture, discussion, elaboration of examples, case study, tests. Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours (study of literature, elaboration of assignments, etc. + work on a case study + preparation for the midterm and final exam, etc.)	
<b>Assessment methods and criteria :</b> group presentation: 25%; Active participation: 15%; research paper – group project 20%; midterm exam 40%.	

<b>Recommended literature :</b> KŘIVOHLAVÝ, J. 2008: Konflikty mezi lidmi. Praha: Portál, 2008. FISHER, R., URY, W. 2012. Ako dosiahnuť súhlas. Zásady úspešného vyjednávania. Bratislava : Easton Books, 2012. ODELL, J.S. 2006. Negotiating Trade. Cambridge: Cambridge University Press, 2006.					
<b>Language, knowledge of which is necessary to complete the course:</b> English language					
<b>Notes:</b>					
<b>Evaluation</b>					
A	B	C	D	E	FX
154	88	40	18	4	8
49,84%	27,94%	12,70%	5,71%	1,27%	2,54%
<b>Teacher:</b> Mgr. Mariana Martišková, PhD.					
<b>Date of last change:</b> 31.3.2021					
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.					

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> DP699	<b>Course name:</b> Thesis
<b>Type, scope and method of educational activities:</b> A total of 50 hours per trimester. Method by which the educational activity is carried out: full-time, distance, combined.	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 6. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b> DSM593A, DSM593B	
<b>Course requirements:</b> During the trimester, the so-called control points, within which the student must prove the validity of his proposed solutions, the appropriateness of the applied statistical and other methods used in the work, the ability to prepare information for a concise and understandable presentation of the proposed solutions, and skill in defending them.	
<b>Learning outcomes:</b> By completing the subject, the student will gain experience with project work, using the knowledge acquired during his studies. The student will also acquire skills in defending his own opinions and proposed solutions for the assigned task and will be able to present the results of his work. He can propose ways of implementing his proposals into practice.	
<b>Brief course content:</b> <ul style="list-style-type: none"> <li>• Verification of proposed solutions to the problem in practice</li> <li>• Implementation of the optimal variant of the solution into practice</li> <li>• Preparation of the presentation for the defense</li> </ul>	
<b>Recommended literature:</b> according to the chosen topic of the project	
<b>Language, knowledge of which is necessary to complete the course:</b> English language	
<b>Notes:</b>	
<b>Evaluation:</b>	
P(prospel)	NP(neprospel)
328	23

93,45%	6,55%
<b>Teacher:</b> according to the chosen topic of the project	
<b>Date of last change:</b> 31.3.2021	
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.	

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> DSM593A	<b>Course name:</b> Diploma seminar I
<b>Type, scope and method of educational activities:</b> A total of 50 hours per trimester. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> 10	
<b>Recommended trimester:</b> 4. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<p><b>Course requirements:</b> During the trimester, the so-called checkpoints, within which the student must demonstrate progress in solving the topic of the final thesis assigned to him. The evaluation is continuous according to individual control points and final. In the first part of the trimester, the emphasis is on mastering the work with literature, creating research, choosing and applying suitable methods that can be used for solving tasks. In the second part of the trimester on the ability to analyze the current situation in the given issue and choose the most suitable variants for solving the problem and support them with the results of surveys , by applying statistical and other methods, etc. The student receives a pass or fail grade.</p>	
<p><b>Learning outcomes:</b> By completing the subject, the student will gain experience in working with literature, creating research, verifying the ability to handle the completion of a project task, the application of calculation skills and also analytical skills at the master's level. He will learn to be independent in solving specific problems, he can analyze and evaluate data and appropriate methods and use them to solve the problem.</p>	
<p><b>Brief course content:</b></p> <ul style="list-style-type: none"> <li>• Selection and specification of the given problem (topic) for solution</li> <li>• Literature search according to the given topic</li> <li>• SWOT analysis – identification of strengths and weaknesses of individual variant solutions to the given problem</li> <li>• Studying and choosing appropriate statistical and other methods</li> </ul>	
<b>Recommended literature:</b> according to the chosen topic of the project	
<b>Language, knowledge of which is necessary to complete the course:</b> English language	
<b>Notes:</b>	
<b>Evaluation:</b>	
P(prospel)	NP(neprospel)
431	15
96,64%	3,36%
<b>Teacher:</b> according to the chosen topic of the project	

<b>Date of last change:</b> 31.3.2021
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> DSM593B	<b>Course name:</b> Diploma seminar II
<b>Type, scope and method of educational activities:</b> A total of 50 hours per trimester. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> 10	
<b>Recommended trimester:</b> 5. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b> DSM593A	
<p><b>Course requirements:</b> During the trimester, the so-called checkpoints, within which the student must demonstrate progress in solving the topic of the final thesis assigned to him. The evaluation is continuous according to individual control points and final. In the first part of the trimester, the emphasis is placed on the student's ability to correctly present an analysis of the current situation in the problem being solved, while using methods such as SWOT analysis, etc.. In the second part of the trimester, on the ability to propose one's own solution to the given problem, to apply statistical, analytical, analysis and other methods, surveys, etc., at the end of the trimester, the final processing of the topic and the results achieved are evaluated. The student receives a pass or fail grade.</p>	
<p><b>Learning outcomes:</b> By completing the subject, the student will gain work experience with collecting relevant information, sorting it and making the right selection in the context of the given issue of the thesis. The student will learn to propose his own solution to assigned tasks, appropriate methods supporting the solution of the problem, correctly formulate questions for a possible survey and correctly evaluate it, support them with facts, can evaluate the benefits of his proposed solutions and formulate recommendations for practice.</p>	
<p><b>Brief course content:</b></p> <ul style="list-style-type: none"> <li>• Analyzing the collected data necessary for solving the given topic</li> <li>• Design of specific solutions, or solution variants</li> <li>• Proposal of suitable methods and questionnaires supporting the solution of tasks</li> <li>• Selection of the most suitable possible solutions</li> <li>• Formulating benefits and recommendations for practice</li> </ul>	
<b>Recommended literature:</b> according to the chosen topic of the project	
<b>Language, knowledge of which is necessary to complete the course:</b> English language	
<b>Notes:</b>	
<b>Evaluation:</b>	
P(prospel)	NP(neprospel)
437	45
90,66%	9,34%
<b>Teacher:</b> according to the chosen topic of the project	

<b>Date of last change:</b> 31.3.2021
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> FIN542	<b>Course name:</b> Banking
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 3.-4. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the trimester there will be discussions, counting examples, solving case studies, mid-term exam and final exam. In order to obtain an A rating it is necessary to obtain at least 75 points, to obtain a B rating at least 70 points, to obtain a C rating at least 65 points, to obtain a D rating. at least 60 points and for an E rating at least 55 points. Credits will not be awarded to a student who obtains less than 50 points from the final written exam.	
<b>Learning outcomes:</b> Upon successful completion of this course, students will be able to distinguish the basic types of banking systems, characterize the principles of commercial bank and central bank and their interactions, understand the tasks and objectives of banking supervision in the banking system, characterize and classify commercial bank capital, its functions and BASEL rules and their application in banking practice, distinguish between liquidity and solvency of a commercial bank, characterize interest and distinguish basic methods of interest, calculate examples of simple interest, characterize and classify passive operations / products of a commercial bank including understanding of deposit protection system, distinguish between individual active products of commercial bank the way of their use and the process of their approval as well as securing, understand the differences between the basic instruments of cashless payments and explain the differences in their use, describe the organization of international payments and settlements in the Slovak Republic and the EU, characterize the individual forms of electronic banking and understand the basics of investment and mortgage banking.	
<b>Brief course content:</b>	
<ul style="list-style-type: none"> <li>• banking systems,</li> <li>• the influence of the central bank on commercial banks,</li> <li>• position and functions of commercial banks,</li> <li>• the predominant organizational form of commercial banks,</li> <li>• capital of a commercial bank - character, function,</li> <li>• Basel, liquidity, solvency</li> <li>• interest,</li> <li>• liabilities of commercial banks,</li> <li>• credit products of a commercial bank,</li> </ul>	

<ul style="list-style-type: none"> <li>• payment and settlement,</li> <li>• electronic banking,</li> <li>• investment and mortgage banking.</li> </ul>																		
<p><b>Recommended literature:</b>  HORVÁTOVÁ, E. 2009. Bankovníctvo. Žilina: GEORG, 2009. 320 s. ISBN 978-80-89401-03-1.  FROST, S. M. 2004. The bank analyst's handbook: Money, risk, and conjuring tricks. John Wiley &amp; Sons  MISHKIN, F. S., &amp; EAKINS, S. G. 2009. Financial markets and institutions . 6<sup>th</sup> ed. Reading, MA: Addison Wesley</p>																		
<p><b>Planned learning activities:</b> lecture, discussion, elaboration of examples, case study, tests. Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours (study of literature, elaboration of assignments, etc. . + work on a case study + preparation for the midterm and final exam, etc.)</p>																		
<p><b>Assessment methods and criteria:</b> Discussion (16%). Examples (15%). Case study (15%). Midterm exam (24%). Final exam (30%). The condition is to reach min. 50% of the final exam.</p>																		
<p><b>Language, knowledge of which is necessary to complete the course:</b> English language</p>																		
<p><b>Notes:</b></p>																		
<p><b>Evaluation:</b></p> <table border="1"> <thead> <tr> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>FX</th> </tr> </thead> <tbody> <tr> <td>154</td> <td>88</td> <td>40</td> <td>18</td> <td>4</td> <td>8</td> </tr> <tr> <td>49,84%</td> <td>27,94%</td> <td>12,70%</td> <td>5,71%</td> <td>1,27%</td> <td>2,54%</td> </tr> </tbody> </table>	A	B	C	D	E	FX	154	88	40	18	4	8	49,84%	27,94%	12,70%	5,71%	1,27%	2,54%
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49,84%	27,94%	12,70%	5,71%	1,27%	2,54%													
<p><b>Teacher:</b> Ing. Daniela Maťovčíková, PhD., Doc.PhDr.Monika Šestáková, DrSc.</p>																		
<p><b>Date of last change:</b> 31.3.2021</p>																		
<p><b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.,</p>																		

<p><b>College:</b> Vysoká škola manažmentu</p>	
<p><b>Faculty:</b> central workplace, Bratislava</p>	
<p><b>Course code:</b> INT599</p>	<p><b>Course name:</b> Professional internship</p>
<p><b>Type, scope and method of educational activities:</b> practice in the range of 150 hours per trimester, distance learning method</p>	
<p><b>Number of credits:</b> The student will receive the course 5 credits.</p>	
<p><b>Recommended trimester:</b> 3.-4. trimester</p>	
<p><b>Degree:</b> 2nd level</p>	
<p><b>Prerequisites:</b></p>	
<p><b>Course requirements:</b> attendance at work 5%, recording of attendance 5%, learning diary 30%, analysis of acquired knowledge 40%, evaluation of the mentor at work 10%, activities assigned by the teacher 10%.</p>	
<p><b>Learning outcomes:</b> The student will gain professional experience and knowledge in the chosen field. The subject will provide an opportunity to acquire strong communication skills and experience working with people.</p>	

<b>Brief course content:</b> <ul style="list-style-type: none"><li>• Preparation of a professional internship.</li><li>• Professional internship.</li><li>• Conclusion and evaluation of the professional internship.</li></ul>																		
<b>Recommended literature:</b> <a href="https://www.vsm.sk/files/sh/eu_researchapa.pdf">https://www.vsm.sk/files/sh/eu_researchapa.pdf</a> <i>PALENČÁROVÁ, J., KROČITÝ, P. 2012. Akademická príručka na tvorbu odborných textov [online]. 2. vydanie. Trenčín : Vysoká škola manažmentu, 2012. Dostupné na: <a href="http://www.vsm.sk/svk/studenti/akademicka-etika/pravidla-postupy/">http://www.vsm.sk/svk/studenti/akademicka-etika/pravidla-postupy/</a></i>																		
<b>Planned learning activities:</b> the student must achieve the required academic GPA above 3.0, must have completed a minimum of 40 credits, and must secure a job position that involves new experience, not a job the student has held in the past.																		
<b>Assessment methods and criteria:</b> attendance at work 5%, recording of attendance 5%, learning diary 30%, analysis of acquired knowledge 40%, evaluation of the mentor at work 10%, activities assigned by the teacher 10%.																		
<b>Language, knowledge of which is necessary to complete the course:</b> English language																		
<b>Notes:</b>																		
<b>Evaluation:</b> <table border="1"><thead><tr><th>A</th><th>B</th><th>C</th><th>D</th><th>E</th><th>FX</th></tr></thead><tbody><tr><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td></tr></tbody></table>	A	B	C	D	E	FX												
A	B	C	D	E	FX													
<b>Teacher:</b> according to the focus of the internship																		
<b>Date of last change:</b> 31.3.2021																		
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.,																		



<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace , Bratislava	
<b>Course code:</b> MB545	<b>Course name:</b> Marketing management
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 3rd-5th trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Participation. Paper work. Presentation of paper work. Case studies + evaluation. Final exam. The condition is to reach min. 50% of the final exam.	
<p><b>Learning outcomes:</b> The aim is to study marketing principles that will help create a competitive advantage in the market. Students will discuss product, price, marketing communication and distribution strategies. The course is focused on the practical application of knowledge. The acquired knowledge will enable to make strategic decisions, implement them and evaluate the result of decisions made in the world of business.</p>	
<p><b>Brief course content:</b></p> <ul style="list-style-type: none"> <li>• 4P marketing mix strategy <ul style="list-style-type: none"> <li>• product</li> <li>• price</li> <li>• promotion</li> <li>• placing</li> </ul> </li> <li>• Market segmentation <ul style="list-style-type: none"> <li>• Segmentation of consumer</li> <li>• Segmentation of industrial markets</li> <li>• Selection of the target market.</li> </ul> </li> <li>• Competitive advantage: <ul style="list-style-type: none"> <li>• Positioning strategies</li> <li>• SWOT analysis.</li> <li>• Adaptation.</li> <li>• Innovation.</li> </ul> </li> <li>• Growth strategies: <ul style="list-style-type: none"> <li>• Market penetration.</li> <li>• Market development.</li> <li>• Product development.</li> <li>• Diversification.</li> </ul> </li> <li>• Customer Relationship Management – CRM: <ul style="list-style-type: none"> <li>• Customer satisfaction.</li> <li>• Customer retention strategy.</li> </ul> </li> <li>• Customer perception.</li> </ul>	
<p><b>Recommended literature:</b> Study materials are provided in digital form directly in the Brightspace. KOTLER, P. a KELLER, K. (2013). Marketing management (14. vyd.). Praha : Grada</p>	

<p><b>Planned learning activities:</b> lecture, discussion, elaboration of examples, case study, tests. Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours (study of literature, elaboration of assignments, etc. . + work on a case study + preparation for the midterm and final exam, etc.)</p>					
<p><b>Assessment methods and criteria:</b> Participation (5%). Paper work (17%).Presentation of paper work (12%), Case studies (2x12%)+ evaluation (2x3%), Final exam (36%). The condition is to reach min. 50% of the final exam.</p>					
<p><b>Language, knowledge of which is necessary to complete the course:</b> English language</p>					
<p><b>Notes:</b></p>					
<p><b>Evaluation :</b></p>					
A	B	C	D	E	FX
154	88	40	18	8	4
49,84%	27,94%	12,70%	5,71%	2,54%	1,27%
<p><b>Vyučujúci:</b> doc. Ing. Mária Tajtáková, PhD., PhDr. Ing. Zuzana Ondrejová, PhD.,</p>					
<p><b>Dátum poslednej zmeny:</b> 30.3.2021</p>					
<p><b>Schválil:</b> doc. Ing. Mária Tajtáková, PhD.</p>					

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> MBA531	<b>Course name:</b> Managerial Economics
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> The recommended trimester for enrollment is 1.-3. trimester of study	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the trimester there will be one research paper for 17 points, presentation of the research paper for 13 points, empirical analysis for 10 points, two tests for 10 points, midterm exam for 15 and final exam for 20 points, while to obtain grade A it is necessary to obtain at least 93.75 points, for a grade of B at least 86.25 points, for a grade of C at least 78.75 points, for a grade of D at least 73.75 points and for a grade of E at least 70 points. Credits will not be awarded to a student who obtains less than 50 points from the final written exam.	
<b>Learning outcomes:</b> Upon successful completion of this course, students will gain an overview and knowledge in the field of price analysis based on demand and supply in the market and the associated behavior of customers. The topics covered are the estimation of production costs, prices and profit maximization in various market environments, as well as the basis of project analysis, customer behavior in choosing goods and services and strategies in determining prices, production volume and advertising.	
<b>Brief course content:</b> <ul style="list-style-type: none"> <li>• Market demand and supply, market equilibrium;</li> <li>• Theory of consumer choice, choice between consumption and leisure</li> <li>• Price indices</li> <li>• Short-term and long-term production function, cost and production optimization</li> <li>• Capital budgeting - investment projects</li> <li>• Market structures - Monopoly, Oligopoly, Monopolistic competition</li> </ul>	
<b>Recommended literature:</b> <p><i>JENČOVÁ, S., MAŤOVČÍKOVÁ, D. 2012. Vybrané kapitoly z manažérskej ekonomiky. Prešov : Bookman, s.r.o. 2012. 176 s. ISBN 978-80-89568-12-3</i></p> <p><i>HIRSCHEY, M. (2022). Managerial Economics (16<sup>th</sup> ed.). Cengage Learning.</i></p> <p><i>PALENČÁROVÁ, J., KROČITÝ, P. 2015. Akademická príručka na tvorbu odborných textov [online]. 3. vydanie. Trenčín : Vysoká škola manažmentu, 2015. Dostupné na: <a href="http://www.vsm.sk/sk/studenti/akademicka-etika/pravidla-postupy/">http://www.vsm.sk/sk/studenti/akademicka-etika/pravidla-postupy/</a></i></p> <p><i>WHITAKER, A. (2015). Research and APA Style Guide. Bratislava, Slovakia: City University of Seattle. Available online at <a href="http://www.vsm.sk/files/sh/eu_researchapa.pdf">http://www.vsm.sk/files/sh/eu_researchapa.pdf</a></i></p> <p>Study materials are provided in digital form directly in the Brightspace.</p>	
<b>Planned learning activities:</b> lectures – 25 hours, exercises – 25 hours, literature review – 30 hours, empirical analysis work – 10 hours, research paper work – 15 hours, preparation for the midterm and final exam – 10 hours, elaboration of assignments – 10 hours	

**Assessment methods and criteria:** participation and attendance – 10%, current economic events (presentation) – 5%, research paper – 17%, research paper presentation – 13%, empirical analysis -10%, midterm exam – 15% , final exam – 20% , tests – 10%

**Language, knowledge of which is necessary to complete the course:** English language

**Notes:**

**Evaluation**

A	B	C	D	E	FX
154	88	40	18	4	8
49,84%	27,94%	12,70%	5,71%	1,27%	2,54%

**Teacher:** Ing. Daniela Maťovčíková, PhD., Johan Winbladh, PhD., MSc

**Date of last change:** 31.3.2021

**Approved by:** doc. Ing. Mária Tajtáková, PhD.

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> MBA535	<b>Course name:</b> Managerial Accounting
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 2.-4. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Students are supposed to submit one case study ( 15 points), two computational assignments (each 10 points), research paper (15 points) and write the midterm test (25 points) and final exam (25 points). In order to obtain an A rating it is necessary to obtain at least 75 points, to obtain a B rating at least 70 points, to obtain a C rating at least 65 points, to obtain a D rating. at least 60 points and for an E rating at least 55 points. Credits will not be awarded to a student who obtains less than 50 points from the final written exam.	
<b>Learning outcomes:</b> Students will learn how to use different internal financial information in managerial decisions – e.g. on prices, material purchasing, product portfolio, make or buy decisions etc. The key attention will be paid to different costing methods and their practical importance. After passing the course students should be able to evaluate investment projects and construct short-term and long-term budgets at the company level and also at the level of decentralized units. In all course topics a use of up-to-date IT is supported.	
<b>Brief course content:</b> <ul style="list-style-type: none"> <li>• Interrelation between financial and managerial accounting, Analyzing financial statements from managerial perspective;</li> <li>• Basic cost concepts and their practical relevance in managerial decisions;</li> <li>• Cost-volume-profit analysis</li> <li>• Price decisions of the company, Customer profitability</li> <li>• Capital budgeting and investment projects evaluation;</li> <li>• Decentralization and responsibility accounting.</li> </ul>	
<b>Recommended literature:</b> <i>Fibírová, J.- Šoljaková, L. – Wagner, J. -Petera, P.: Manažérské účtovníctví. Walters Kluwer 2015</i> TUMPACH, M. (2008) <i>Manažérske a nákladové účtovníctvo</i> . Bratislava. Iura Edition JIAMBALVO, j. <i>Managerial Accounting</i> , 6th edition, Wiley, 2018	
<b>Planned learning activities:</b> lecture, discussion, elaboration of examples, case study, tests. Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours (study of literature, computational homework, preparation for the midterm and final exam, etc.)	
<b>Assessment methods and criteria:</b> : Students can acquire 25% of the final grade for midterm test, 25 % for final exam, 15% for the financial analysis case study, 15 % for research paper and together 20% for two computational assignments.	

<b>Language, knowledge of which is necessary to complete the course:</b> English language					
<b>Notes:</b>					
<b>Evaluation</b>					
A	B	C	D	E	FX
88	154	40	18	4	8
27,94%	49,84%	12,70%	5,71%	1,27%	2,54%
<b>Teacher:</b> doc. Phdr. Monika Šestáková, DrSc. Branislav Bernadič, PhD., MBA					
<b>Date of last change:</b> 30.6.2021					
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.					

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> MBA540	<b>Course name:</b> Financial Management
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 4.-6. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the term students are supposed to prepare 2 case studies each of 15 points, two computational assignments – 10 points each , midterm exam for 25 points and final exam for 25 points. In order to obtain an A rating it is necessary to obtain at least 75 points, to obtain a B rating at least 70 points, to obtain a C rating at least 65 points, to obtain a D rating. at least 60 points and for an E rating at least 55 points. Credits will not be awarded to a student who obtains less than 50 points from the final written exam.	
<b>Learning outcomes:</b> In this course learners acquire an orientation and knowledge from the field of financial analysis, basic principles of financial management in a company and the behavior of financial markets After passing the course students should be able to formulate recommendations for managerial decisions regarding the capital structure, long-term financing and evaluating investment projects, pricing decisions etc.	
<b>Brief course content:</b>	
<ul style="list-style-type: none"> <li>• Basic financial documents of a company and their importance for financial analysis and planning</li> <li>• Financial markets behavior, basic types of securities traded at them and their valuation;</li> <li>• Short-term financial management of a company – working capital, management of inventory and receivables.</li> <li>• Strategic aspects of financial management, investment projects, capital structure, mergers and acquisitions</li> <li>• Exchange rates and methods of decreasing exchange-rate risks.</li> </ul>	
<b>Recommended literature:</b>	
Kráľovič, J., Vlachynský, K.: Finančný manažment. Wolters Kluwer 2011 Komorník, J. a kol. Finančný manažment. Kartprint 2011 BRIGHAM, E. & EHRHARDT, M. (2019). Financial management: Theory and practice. (16 <sup>th</sup> ed.). Mason, OH: South-Western	
<b>Planned learning activities:</b>	
In a daily or external form of study 50 hours per term represent direct contact (lectures and seminars) and 75 hours indirect contact (computational homework, case studies, literature study).	
<b>Assessment methods and criteria:</b> From the final grade 25% represents the midterm test and 25% the final exam. Additionally , students can acquire 20% for two computational homeworks, 20% for case study- financial plan and 10% for a computational case study.	

<b>Language, knowledge of which is necessary to complete the course:</b> English language					
<b>Notes:</b>					
<b>Evaluation</b>					
A	B	C	D	E	FX
154	88	40	18	4	8
49,84%	27,94%	12,70%	5,71%	1,27%	2,54%
<b>Teacher:</b> doc.PhDr. Monika Šestáková, DrSc.Ing. Daniela Maťovčíková, PhD					
<b>Date of last change:</b> 31.6.2021					
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.					



<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> MC511	<b>Course name:</b> Research methodology
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 1.-3. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b>	
Research of professional literature / Outline	10%
Project /Research paper	35%
Research and presentation of research	45%
Active Participation	10%
<p>In order to obtain an A rating it is necessary to obtain at least 75 points, to obtain a B rating at least 70 points, to obtain a C rating at least 65 points, to obtain a D rating. at least 60 points and for an E rating at least 55 points. Credits will not be awarded to a student who obtains less than 50 points from the final written exam.</p>	
<p><b>Learning outcomes:</b> After successfully completing the course, students will be able to:</p> <ul style="list-style-type: none"> <li>- Plan, organize, implement and present scientific research, including the evaluation of research data.</li> <li>- Identify the features of scientific work and distinguish scientific language from layman's expression.</li> <li>- Correctly work with information, use quotations and paraphrases in the text.</li> <li>- Create a scientific text using relevant sources and write them down correctly.</li> <li>- Distinguish between fact and fiction in the text; formulate hypotheses research questions; adhere to the ethical principles of research.</li> <li>- Develop argumentation from statement to conclusion (so-called argumentation scheme).</li> <li>- Identify the most common errors in reasoning and argumentation.</li> <li>- Integrate principles of research and communication theory; prepare a project for the final work.</li> <li>- Know how to compile a questionnaire, test, prepare and implement an interview, structured observation can diagnose creativity, etc.</li> <li>- Present your work in front of the group; they will be prepared for the defense of the final thesis.</li> </ul>	
<b>Brief course content:</b>	
<ul style="list-style-type: none"> <li>• The subject aims to help students develop and improve practical skills and deepen theoretical knowledge about the construction of the final thesis text, research methodology and the importance of "originality".</li> <li>• The intention is the application of scientific research methods in managerial practice, as well as the qualitative assessment and use of information resources.</li> <li>• Topics covered: choosing a topic, finding sources, working with information, structuring the text, planning, conducting and presenting research, research methods, thought operations supporting argumentation, rational argumentation, argumentation scheme, persuasive and</li> </ul>	

manipulative techniques or key competencies in practice, communication styles and the dynamics of the text, as well as the formal side of the final thesis and its defense.					
<b>Recommended literature:</b> Reid, S. <i>Purpose and process: A reader for writers.</i> (ISBN:0131823973) 5 ed 2004 Pearson Prentice Hall  The textbook will be supplemented with teacher's materials.					
<b>Planned learning activities:</b> lecture, discussion, teamwork, individual research work, etc.. Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations+consultations), indirect contact is 75 hours (study of literature, research preparation, preparation for the presentation, etc.)					
<b>Assessment methods and criteria: :</b> Research of profesional literature / Outline 10% Project /Research paper 35% Research and presentation of research 45% Active Participation 10%					
<b>Language, knowledge of which is necessary to complete the course:</b> English language					
<b>Notes:</b>					
<b>Evaluation</b>					
A	B	C	D	E	FX
<b>Teacher:</b> Larry Johnson, MA					
<b>Date of last change:</b> 30.6.2021					
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.					

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> MC516	<b>Course name:</b> Management Information Systems
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 2.-4. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Students will be asked to submit Research Paper for 20%, Project for 25%, Project Presentation for 15%, plus, they will be asked to take the Final Exam for 30% and participate in several participation activities for 10%. In order to obtain an A rating it is necessary to obtain at least 75 points, to obtain a B rating at least 70 points, to obtain a C rating at least 65 points, to obtain a D rating at least 60 points and for an E rating at least 55 points. Credits will not be awarded to a student who obtains less than 50 points from the final written exam.	
<b>Learning outcomes:</b> After a successful completion of this course students will get familiar with approaches and methods related to managing information resources based on using information technologies in diverse and multicultural environment, and even on global level. The course focuses on the role of information, its processing and usage to support or enable strategic organizational processes. Students will be introduced to the main types of enterprise information systems and gain an understanding of how the system resources support different types of processes or enable managerial decision-making. Besides, students will get familiar with several methods that lead to design and implementation of information systems.	
<b>Brief course content:</b>	
<ul style="list-style-type: none"> <li>• Overview of trends in the field of information and communication technologies and information systems and definitions of their business use and value related to individuals and groups of end users in companies and organizations;</li> <li>• Application of knowledge related to business approaches, strategies and processes concerning information and communication technologies and information systems;</li> <li>• Analysis of potential impact of information and communication technologies and information systems on business internal and collaborative processes;</li> <li>• Design, implementation and evaluation of a new or improved information system.</li> </ul>	
<b>Recommended literature:</b>	
Laudon, K.C. & Laudon, J.P. (2014). <i>Management information systems : Managing the digital firm</i> . 13. ed. , Prentice Hall	
The textbook will be supplemented with teacher's materials	
Study materials are provided in digital form directly in the Brightspace.	
<b>Planned learning activities:</b> lecture, discussion, elaboration of examples, case study, tests.	
Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours (study of literature, research preparation, preparation for the presentation and the final exam, etc.)	

**Assessment methods and criteria:** : Students will be asked to submit Research Paper for 20%, Project for 25%, Project Presentation for 15%, plus, they will be asked to take the Final Exam for 30% and participate in several participation activities for 10%.

**Language, knowledge of which is necessary to complete the course:** English language

**Notes:**

**Evaluation**

A	B	C	D	E	FX

**Teacher:** Martina Česalová, PhD., MSCS

**Date of last change:** 30.6.2021

**Approved by:** doc. Ing. Mária Tajtáková, PhD.

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> MC573	<b>Course name:</b> International Business
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 3.-4. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the trimester there will be implemented following assignments: active participation and case study elaboration for 25 points, research paper for 25 points, midterm exam for 25 points and final exam for 25 points. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn B grade at least 70 points, In order to earn C grade at least 65 points, in order to earn D grade at least 60 points and in order to earn E grade at least 55 points. Credits will not be earned for the student, who failed to obtain at least 50 points from the final exam.	
<b>Learning outcomes :</b> The aim of the subject is to understand international business environment and its influence on decision-making within the enterprises. Students will learn to differentiate and evaluate various methods of entering foreign market and distinguish between commercial and investment methods, assess if they are suitable from the point of view of strategic management of enterprises. Substantial part of the subject is devoted to the analysis of experience and discussion on strategic business partnerships abroad, on fusions and acquisitions. Special attention is paid to the human resource management in international operations, tasks and duties of expats and localization. Subject aims at understanding factors of success of enterprises when doing business abroad and at creating internal company prerequisites for their successful implementation.	
<b>Brief Course Content:</b>	
<ul style="list-style-type: none"> <li>• international environment for entrepreneurship and commerce,</li> <li>• international strategy of enterprises and its elements,</li> <li>• methods of entering foreign markets (trading versus investing),</li> <li>• business partnerships when doing business abroad,</li> <li>• Joint Ventures, strategic alliances, crossborder fusions and acquisitions,</li> <li>• International human resource management,</li> <li>• Leadership in international environment,</li> <li>• International marketing in the practice of internationally active companies,</li> <li>• Corporate social responsibility when doing business abroad,</li> <li>• Ethics and compliance associated with investment and international entrepreneurship.</li> </ul>	
<b>Planned learning activities:</b> lectures, seminars, discussions, team work in the class, presentations: direct contact is 50 hours, indirect contact is 75 hours (study of literature, elaboration of assignments, etc. + work on a case study + preparation for the midterm and final exam, etc.). Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject.	
<b>Assessment methods and criteria:</b> group presentation: 25%; active participation: 15%; research paper – group project 20%; midterm exam 20%, final exam 20%.	
<b>Recommended literature :</b>	

<p>FERENČIKOVÁ, S. a kol. Medzinárodná expanzia firiem: stratégie, partnerstvá a ľudské zdroje. Bratislava: Iura Edition 2013          GRIFFIN, Ricky, W., PUSTAY, Mike, W. International Business: A Managerial Perspective, 8ed., Pearson Education 2014          CULLEN, John, B. – PARBOTEEAH, Praveen, K. Multinational Management: A Strategic Approach. 5ed. Mason, Ohio: South-Western 2011</p>					
<b>Language, knowledge of which is necessary to complete the course:</b> English language					
<b>Notes:</b>					
<b>Evaluation:</b>					
A	B	C	D	E	FX
148	86	55	8	6	9
47,43%	27,56%	17,64%	2,56%	1,92%	2,89%
<b>Teacher:</b> Mgr. Mariana Martišková, PhD. , Johan Winbladh, PhD., MSc					
<b>Date of last change:</b> 31.3.2021					
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.					

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> MC578	<b>Course name:</b> Business risk
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 4.-5. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the trimester, a case study, its presentation, a mid-term exam for 30 and a final exam for 30 points will be carried out, with at least 75 points to obtain an A rating, at least 70 points to obtain a B rating, at least 65 points for a C a D rating of at least 60 points and an E rating of at least 55 points. Credits will not be awarded to a student who obtains less than 50 points from the final written exam.	
<b>Learning outcomes:</b> Knowledge of active management and use of risk factors, phenomena and events based on rational risk, knowledge needed to distinguish between risk and uncertainty, identification of risks, their quantitative and qualitative assessment, elimination of risks, familiarity with risks in strategic management, risks in various sectors and country risks	
<b>Brief course content:</b>	
<ul style="list-style-type: none"> <li>• The nature and role of risk, the definition of the nature and content of risk based on the number of probabilities and the theory of randomness,</li> <li>• Basics of risk identification and measurement, risk analysis,</li> <li>• Risk policy and its tools, profiling of goals, procedures and means of managing goals, elimination of the consequences of risks,</li> <li>• Elimination of risks through the transfer of the consequences of risks to other (legal) entities, bank guarantees,</li> </ul>	

<ul style="list-style-type: none"> <li>• Risks in project management,</li> <li>• Risks in banking,</li> <li>• Financial risk</li> <li>• Risk management in small and medium-sized enterprises.</li> </ul>																		
<p><b>Recommended literature:</b>            RYBÁROVÁ, D., GRISÁKOVÁ, N. 2010. Podnikateľské riziko. Bratislava: Iura Edition, 2010            MERNA, T., AL-THANI, F. 2011. Corporate Risk Management. John Wiley &amp; Sons, 2011            Study materials are provided in digital form directly in the Brightspace.</p>																		
<p><b>Planned learning activities:</b> lecture, seminar, discussion, case study work, number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours (study of literature, elaboration of assignments, etc. + work on the project + preparation for the midterm and final exam, etc.)</p>																		
<p><b>Evaluation methods and criteria:</b> Discussion (10%). Case study presentation (15%). Case study (15%). Midterm exam (30%). Final exam (30%). The condition is to reach min. 50% of the final exam.</p>																		
<p><b>Language, knowledge of which is necessary to complete the course:</b> English language</p>																		
<p><b>Notes:</b></p>																		
<p><b>Evaluation:</b></p> <table border="1"> <thead> <tr> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>FX</th> </tr> </thead> <tbody> <tr> <td>154</td> <td>88</td> <td>40</td> <td>18</td> <td>4</td> <td>8</td> </tr> <tr> <td>49,84%</td> <td>27,94%</td> <td>12,70%</td> <td>5,71%</td> <td>1,27%</td> <td>2,54%</td> </tr> </tbody> </table>	A	B	C	D	E	FX	154	88	40	18	4	8	49,84%	27,94%	12,70%	5,71%	1,27%	2,54%
A	B	C	D	E	FX													
154	88	40	18	4	8													
49,84%	27,94%	12,70%	5,71%	1,27%	2,54%													
<p><b>Teacher:</b> Ing. Daniela Maťovčíková, PhD., Ing. Zuzana Melicheríková, PhD.</p>																		
<p><b>Date of last change:</b> 31.3.2021</p>																		
<p><b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.</p>																		

<p><b>College:</b> Vysoká škola manažmentu</p>
<p><b>Faculty:</b> central workplace, Bratislava</p>
<p><b>Course code:</b> MC699   <b>Course name:</b> State exam</p>
<p><b>Type, scope and method of educational activities:</b> not specified</p>
<p><b>Number of credits:</b> The student will receive the course 5 credits.</p>
<p><b>Recommended trimester:</b> 6. trimester</p>
<p><b>Degree:</b> 2nd level</p>
<p><b>Prerequisites:</b></p>
<p><b>Course requirements:</b> the condition of participation in the state exam is the fulfillment of all prescribed obligations and the necessary credits. The result of the state exam, including its components, is evaluated by the examination committee established by the school rector (after approval by members of the Scientific Council).</p>
<p><b>Learning outcomes:</b></p>

Part of the state exam are two cross-sectional subjects from the areas that were completed within the study plan of the 2nd level of study. The subjects of the state exam are specifically designed for each study program of the 2nd degree of study.

**Brief course content:**

The contents of the cross-sectional subjects of the state exam are specially designed for each study program so that the questions/areas contained in them correspond to the curriculum that the student completed during his studies according to the study plan of the 2nd level of the relevant study program.

**Recommended literature:**

The literature is specifically determined according to the subjects of the state exam, generally it's the same as used during the studies.

**Language, knowledge of which is necessary to complete the course:** English language

**Notes:**

**Evaluation:**

P(prospel)	NP(neprospel)
328	23
93,45%	6,55%

**Teacher:** *not specified (according to the examination committee)*

**Date of last change:** 31.3.2021

**Approved by:** *prof. Ing. Edita Hekelová, PhD.*



<b>Vysoká škola:</b> <i>Vysoká škola manažmentu</i>	
<b>Fakulta:</b> <i>central workplace, Bratislava</i>	
<b>Course code:</b> MC506	<b>Course name:</b> Quantitative methods for managers
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 1.-2. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b> none	
<b>Podmienky na absolvovanie predmetu/Course requirements:</b> It is necessary at least 90% to obtain an A rating, at least 82.5% to obtain a B rating, at least 73.75% to obtain a C rating, at least 68.75% to obtain a D rating. Credits will not be awarded to a student who obtains less than 50% of the final exam.	
<b>Learning outcomes:</b> After successful completion of this course, students will be able to use multiple regression and to formulate regression models, to analyze association between categorical variables and to analyze time series. They will know to formulate and solve linear programming models and to analyze queueing systems.	
<b>Brief course content:</b> <ul style="list-style-type: none"> <li>• Multiple regression, residual analysis, formulation of regression model.</li> <li>• Analysis of association between categorical variables.</li> <li>• Modeling of time series.</li> <li>• Linear programming</li> <li>• Queueing systems.</li> </ul>	
<b>Recommended literature:</b> JABLONSKÝ, J. (2007). <i>Operační výzkum: Kvantitativní metody pro ekonomické rozhodování</i> . 3. vyd. Praha : Professional Publishing. TEREK, M.(2017): <i>Interpretácia štatistiky a dát. 5. doplnené vydanie</i> . Košice: Equilibria. TEREK, M. (2017): <i>Interpretácia štatistiky a dát. Podporný učebný materiál. 5. doplnené vydanie</i> . Košice: Equilibria. TEREK, M. (2019): <i>Dotazníkové prieskumy a analýzy získaných dát</i> . Košice: Equilibria. CAMM, J. D., COCHRAN, J. J., FRY, M. J., OHLMANN, J. W., ANDERSON, D. R., SWEENEY, D. J., WILLIAMS, T. A. (2019): <i>Business Analytics, Third Edition</i> . Boston: Cengage Learning, Inc. HILLIER, F. S., LIEBERMAN, G. J. (2015): <i>Introduction to operations research, Tenth edition</i> . New York: McGraw-Hill Education. PALEŇÁROVÁ, J., KROČITÝ, P. (2015). <i>Akademická príručka na tvorbu odborných textov [online]</i> . 3. vydanie. Trenčín : Vysoká škola manažmentu. Dostupné na: <a href="http://www.vsm.sk/sk/studenti/akademicka-etika/pravidla-postupy/">http://www.vsm.sk/sk/studenti/akademicka-etika/pravidla-postupy/</a> .	
<b>Planned learning activities:</b> Lectures – 25 hours, seminars – 25 hours, homework, preparation to exams – 75 hours.	
<b>Assessment methods and criteria :</b> During the trimester, homework and active participation assignments will be performed, for a total of 20%, a case study for 15%, a preliminary exam for 30% and a final exam for 35%.	
<b>Language, knowledge of which is necessary to complete the course:</b> English language	

<b>Notes:</b>				
<b>Evaluation</b>				
A	B	C	D	FX
3,3 – 4	2,7 – 3,2	2,0 – 2,6	1,4 – 1,9	0,0 – 1,5
90 - 100 %	82,50 – 89,99 %	73,75 – 82,49 %	68,75 – 73,74 %	0,0 – 68,74 %
<b>Teacher:</b> prof. Ing. Milan Terek, PhD., Johan Winbladh, PhD., MSc.				
<b>Date of last change:</b> 25. 5. 2021				
<b>Approved:</b> doc. Ing. Mária Tajtáková, PhD.				

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> MC509	<b>Course name:</b> Organization and management
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 1.-2. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Active participation during classes (20% of the total grade), development of an individual assignment Vision, culture and leadership (30%), preparation of a team assignment Organizational change plan (30%) and passing the exam (20%). In order to earn A grade it is necessary to obtain at least 75 points, in order to earn B grade at least 70 points, In order to earn C grade at least 65 points, in order to earn D grade at least 60 points and in order to earn E grade at least 55 points. Credits will not be earned for the student, who failed to obtain at least 50 points from the final exam.	
<b>Learning outcomes :</b> This subject explores theories of people management, individual styles in organizations and the combination of organizational culture and structure to help ensure the achievement of organizational goals. It deals with the dynamics of internal organizational politics and ways of achieving organizational goals. Students will also have the opportunity to succeed in real-world teamwork experience. They will explore models of leadership, interpersonal communication, diversity and change management. They will evaluate their own abilities and use the acquired knowledge in practical management assignments.	
<b>Brief Course Content:</b>	
<ul style="list-style-type: none"> <li>• Work teams.</li> <li>• Diversity.</li> <li>• Coping with stress.</li> <li>• Organizational culture.</li> <li>• Organizational structure.</li> <li>• Values.</li> <li>• Personality.</li> <li>• Motivation.</li> <li>• Organizational learning.</li> <li>• Leadership styles.</li> <li>• Communication styles.</li> <li>• Team dynamics.</li> <li>• Power and influence.</li> </ul>	
<b>Planned learning activities :</b> lectures, seminars, discussions, team work in the class, presentations: direct contact is 50 hours, indirect contact is 75 hours (study of literature, elaboration of assignments, etc. + work on a case study + preparation for the midterm and final exam, etc.). Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject.	
<b>Assessment methods and criteria :</b> Active participation during classes (20% of the total grade), development of an individual assignment Vision, culture and leadership (30%),	

preparation of a team assignment Organizational change plan (30%), and passing the exam (20%).					
<b>Recommended literature :</b> KREITNER, R. a KINICKI, A. (2012). Organizational behavior (Organizačné správanie). 10. vydanie. McGraw-Hill					
<b>Language, knowledge of which is necessary to complete the course:</b> English language					
<b>Notes:</b>					
<b>Evaluation:</b>					
A	B	C	D	E	FX
148	86	55	8	6	9
47,43%	27,56%	17,64%	2,56%	1,92%	2,89%
<b>Teacher:</b> PhDr, Mária Olejárová, PhD., MBA,					
<b>Date of last change:</b> 31.3.2021					
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.					

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> MC550	<b>Course name:</b> Production management and logistics
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 3.-4. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the trimester, there will be two written examinations, a case study, a research paper and its presentation. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn B grade at least 70 points, In order to earn C grade at least 65 points, in order to earn D grade at least 60 points and in order to earn E grade at least 55 points. Credits will not be earned for the student, who failed to obtain at least 50 points from the final exam.	
<b>Learning outcomes:</b>	
This course will prepare students to:	
<ol style="list-style-type: none"> <li>1. Analyze an organization's operational strategy.</li> <li>2. Prepare an operations plan.</li> <li>3. Demonstrate how process and value chains support creation of goods and services.</li> <li>4. Apply the principles of quality control.</li> <li>5. Compute solutions of quantitative problems that improve operations.</li> <li>6. Solve operations problems using standard methods.</li> <li>7. Design a supply chain.</li> </ol>	
<b>Brief Course Content:</b>	

<ul style="list-style-type: none"> <li>• Corporate procurement, supply logistics.</li> <li>• Industrial production, production logistics.</li> <li>• Enterprise distribution of goods, sales logistics.</li> <li>• Warehousing.</li> <li>• Supply chains, the essence of SCM.</li> <li>• Communication and information tools for production and logistics.</li> <li>• Progressive methods in production and logistics management.</li> </ul>																		
<p><b>Recommended literature:</b> Heizer, Jay – Render, Barry. 2016. Operations management. 11th ed. Upper Saddle River, N.J.: Pearson Prentice Hall, 2016.</p>																		
<p><b>Planned learning activities:</b> 1 credit is 25 hours, i.e. 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours - study of literature, preparation of assignments, etc. + work on case studies and seminar work + preparation for the final exam</p>																		
<p><b>Assessment methods and criteria:</b> Active participation 20% Case study (CS) 20% Case study presentation 15% Research paper (RP) 15% Final exam 30%</p>																		
<p><b>Language, knowledge of which is necessary to complete the course:</b> English language</p>																		
<p><b>Notes:</b></p>																		
<p><b>Evaluation:</b></p> <table border="1"> <thead> <tr> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>FX</th> </tr> </thead> <tbody> <tr> <td>112</td> <td>156</td> <td>134</td> <td>48</td> <td>0</td> <td>44</td> </tr> <tr> <td>22,67%</td> <td>31,58%</td> <td>27,13%</td> <td>9,72%</td> <td>0%</td> <td>8,91%</td> </tr> </tbody> </table>	A	B	C	D	E	FX	112	156	134	48	0	44	22,67%	31,58%	27,13%	9,72%	0%	8,91%
A	B	C	D	E	FX													
112	156	134	48	0	44													
22,67%	31,58%	27,13%	9,72%	0%	8,91%													
<p><b>Teacher:</b> Johan Winbladh, PhD., MSc</p>																		
<p><b>Date of last change:</b> 31.3.2021</p>																		
<p><b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.</p>																		

<p><b>College:</b> Vysoká škola manažmentu</p>	
<p><b>Faculty:</b> central workplace, Bratislava</p>	
<p><b>Course code:</b> MC584</p>	<p><b>Course name:</b> Strategic Approach to Human Resource Management</p>
<p><b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined</p>	
<p><b>Number of credits:</b> The student will receive the course 5 credits.</p>	
<p><b>Recommended trimester:</b> 4.-6.trimester</p>	
<p><b>Degree:</b> 2nd level</p>	
<p><b>Prerequisites:</b></p>	
<p><b>Course requirements:</b> HRM problem solving 20%</p>	

<p>Project 35% Final exam 45% Credits will not be awarded to a student who obtains less than 50 points from the final written exam.</p>
<p><b>Learning outcomes:</b> After successfully completing the course, students will be able to: Evaluate the contribution of strategic planning of human resources to the final value of the organization; Develop values and ethical principles that support organizational goals; Analyze how organizational learning capacities affect success in change management; Evaluate the role of human resource management in workplace design and redesign; Describe the relationships between the work team, the concept of empowerment and reengineering; Justify the logic behind fundamental qualitative shifts within human resources; Assess current organizational technological needs; Evaluation of the impact of globalization on human resources in organizations.</p>
<p><b>Brief course content:</b> Strategic approach to human resources management; Relationship between corporate strategy and HR management strategy; Global Influences on Human Resource Management; Tasks in human resource management; Job and workplace analysis; Job creation; Modern trends in search, selection of employees; Employee development and talent management; Employee performance management Strategies for creating an effective employee evaluation system; Compensation and compensation systems; Benefits; Employee health care; Ethics, employee rights; Managerial skills needed to manage people.</p>
<p><b>Recommended literature:</b> ARMSTRONG, M. (2008). Rizeni lidkych zdrojů. Nejnovější trendy a postupy. 10. Vydanie. Grada. Praha. ANTHONY, W. P., PERREWE, P. L, a KACMAR, K. M. (2010). Human resource management: A strategic approach (6th ed.). Cengage Learning MATHIS, R. L. a JACKSON, J. H. (2006). Human resource management (11<sup>th</sup> ed.). Mason, OH: Thomson South-Western MILKOVICH, G. T. a BOUDREAU, J. W. (1993). Řízení lidských zdrojů. Praha: Grada PALEŇČÁROVÁ, J., KROČITÝ, P. 2015. Akademická příručka na tvorbu odborných textů [online]. 3. vyd. Trenčín : Vysoká škola manažmentu v Trenčíne, 2015. Dostupné na: <a href="http://www.vsm.sk/files/sh/prirucka_2015.pdf">http://www.vsm.sk/files/sh/prirucka_2015.pdf</a></p>
<p><b>Planned learning activities:</b> lecture, discussion, elaboration of examples, case study, tests. Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours (study of literature, elaboration of assignments, etc. . + work on a case study + preparation for the midterm and final exam, etc.)</p>
<p><b>Assessment methods and criteria:</b> HRM problem solving 20%</p>

Project 35%  
Final exam 45%  
Credits will not be awarded to a student who obtains less than 50 points from the final written exam.

**Language, knowledge of which is necessary to complete the course:** English language

**Notes:**

**Evaluation**

A	B	C	D	E	FX

**Teacher:** PhDr. Mária Olejárová, PhD., MBA, PhDr. Ing. Zuzana Ondrejová, PhD.

**Date of last change:** 31.3.2021

**Approved by:** doc. Ing. Mária Tajtáková, PhD.

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> MC600	<b>Course name:</b> <i>Strategic management</i>
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 6 <sup>th</sup> or the last trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b> MBA531, MBA540	
<b>Course requirements:</b> During the trimester, students implement a Capsim Capstone business simulation with a weight of 30% of the overall evaluation of the subject; evaluation report for BS Capstone and its presentation with a weight of 15% of the overall evaluation of the subject; seminar work and oral presentation of its results with a weight of 20% of the overall evaluation of the subject; final written exam with a weight of 35% of the overall evaluation of the subject. In order to pass the final exam, a minimum score of 50% is required.	
<b>Learning outcomes:</b> During the course, students analyze, design and implement strategies mainly at the functional and corporate level of management. Active participation in the Capsim Capstone business simulation is an essential part of the study. Individual tasks require the integration and implementation of knowledge from several subjects from previous studies.	
<b>Brief course content:</b> <ul style="list-style-type: none"> <li>• Decision-making processes in Capsim Capstone business simulation</li> <li>• Industry segmentation and competitive strategies</li> <li>• Substitution and industry structure</li> <li>• Mutual relations between business units</li> <li>• Complementary products and competitive strategies</li> </ul>	
<b>Recommended literature:</b> <i>Manuál a učebnica k podnikovej simulácii Capsim Capstone</i> <a href="#">Hill</a> , Ch.W., Jones, L.G.R. <i>Essentials of Strategic Management</i> (3th ed.) Cengage Learning, 2011. PORTER, E.M. <i>Konkurenční výhoda</i> . Victoria Publishing. Praha. 1993. Thompson, A. A, Jr., & Strickland, A. J. III. <i>Strategic management: Concepts and cases</i> (13th ed.). New York: Irwin/McGraw, 2003. Antošová, M., <i>Strategický manažment a rozhodovanie</i> . Wolters Kluwer, 2012	
<b>Planned learning activities: :</b> lectures, decision making processes in the business simulation, discussion, presentation, final exam (50 hours) literature review, report and research paper preparation, preparation for the final exam (75 hours)	
<b>Assessment methods and criteria :</b>	
<i>Business simulation CAPSIM Capstone</i>	30%
<i>Evaluation report for BC CAPSIM Capstone and its presentation</i>	15%



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<i>Research paper</i>	20%				
<i>Final exam</i>	35%				
<b>Language, knowledge of which is necessary to complete the course:</b> English language					
<b>Notes:</b>					
<b>Evaluation</b>					
A	B	C	D	E	FX
154	88	40	18	4	8
49,84%	27,94%	12,70%	5,71%	1,27%	2,54%
<b>Teacher:</b> Branislav Bernadič, PhD., M.B.A., Johan Winbladh, PhD., MSc.					
<b>Date of last change:</b> 14.06.2021					
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.					

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> PM501	<b>Course name:</b> Project management
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 7.-8. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> Participation, Case studies / plus evaluation /. Project proposal. Project and Presentation of the project. Midterm exam. Final exam. The condition is to reach min. 50% of the final exam.	
<b>Learning outcomes:</b> Upon successful completion of this course, students will gain a comprehensive view of project management methods, the position of projects in organizations and the importance of programs and portfolios and the link between project management and strategic management. Explains the concept of critical path as one of the methods of creating a project schedule, compares this method with critical chain management, approaches project controlling. It also allows you to understand advanced management techniques of project management, such as extreme project management, agile project management, scrum methodology.	
<b>Brief course content:</b> Project, program, portfolio, strategy Traditional project management Project plan, Gantt diagram Risk management Project team management Project implementation Resource allocation Shortening the duration of the project Project monitoring Critical Chain Method Alternative approaches to project management Use of knowledge management approaches in project management	
<b>Recommended literature:</b> PMI, A guide to the project management body of knowledge: (PMBOK® Guide) , 5 ed. 2013 ( Available online in CU databases (EBSCO E-books))	
<b>Planned learning activities:</b> lecture, discussion, elaboration of examples, case study, tests. Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours (study of literature, elaboration of assignments, etc. . + work on a case study + preparation for the midterm and final exam, etc.)	

**Assessment methods and criteria** : Participation, Case studies / plus evaluation / (17%).  
Project proposal (3%). Project (15%) Presentation of project (15%). Midterm exam (20%). Final  
exam (30%). The condition is to reach min. 50% of the final exam.

**Language, knowledge of which is necessary to complete the course:** English language

**Notes:**

**Evaluation**

A	B	C	D	E	FX
148	55	86	9	6	8
47,43%	17,64%	27,56%	2,89%	1,92%	2,56%

**Teacher:** prof. Ing. Milan Terek, PhD., Johan Winbladh, PhD., MSc.

**Date of last change:** 31.3.2021

**Approved by:** doc. Ing. Mária Tajtáková, PhD.

<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> PM507	<b>Course name:</b> Innovation management
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 4.-6. trimester	
<b>Degree:</b> 2nd level	
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Course requirements:</b> Case studies Paper work Presentation of paper work Evaluation of classmate presentation Final test The condition is to reach min. 50% of the final test.	
<b>Learning outcomes:</b> The course acquaints students with current theories of innovation and the practise of innovation strategy of companies, will help to achieve a deeper understanding of the relationship between successful business and innovation management. Students will be able to compare different methods of measuring innovation performance (especially within the EU). They will understand what factors currently affect the commercial success of innovation and how state policy can contribute to stimulating innovation activity. They will analyse the factors leading to increased efficiency of the innovation process on the basis of practical examples of selected countries and companies. Particular attention will be paid to the management of innovation activities in small and medium-sized enterprises, as well as to the various types of innovation and the human resources needed for the creation and successful implementation of innovation.	
<b>Brief course content:</b> <ul style="list-style-type: none"> <li>• Environment for innovation and its factors, evaluation of innovation performance of countries</li> <li>• The relationship between business and innovation, the definition of innovation</li> <li>• Innovation models and innovation methods, the relationship between knowledge management and innovation management, innovation and internationalization</li> <li>• Open innovation and their management</li> <li>• Management of innovation activities in the Slovak Republic, stimulation of innovation activity by the state,</li> <li>• Main tendencies in the innovation strategy of companies in the current conditions,</li> <li>• Innovative activity of small and medium enterprises – problems and practical experience</li> <li>• Product, service, market, marketing innovation,</li> <li>• Technological and process innovations, innovations of business models and systems, managerial and organizational innovations,</li> <li>• The human factor in innovation, its creativity and management problems,</li> <li>• Society, government and innovation (why Slovakia lags behind in innovation activity)</li> </ul>	
<b>Recommended literature:</b> KNOŠKOVÁ, Ľubica (2015) Riadenie inovačných procesov. Ekonóm Bratislava (Lit.1)	

<p>HEGEDUS, Mário (2017) Aplikácia nástrojov inovačného manažmentu ako cesta k zvýšeniu efektívnosti malých a stredných podnikov. VŠM Bratislava (Lit.2)          WESTLAND, Christopher J. (2017) Global Innovation Management, 2nd ed. Palgrave          KOŠTURIÁK, Ján – CHAL, Ján (2008). Inovace : vaše konkurenční výhoda! Brno Computer Press</p>																							
<p><b>Planned learning activities:</b> lecture, discussion, elaboration of examples, case study, tests. Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours (study of literature, elaboration of assignments, etc. . + work on a case study + preparation for the midterm and final exam, etc.)</p>																							
<p><b>Assessment methods and criteria :</b>          Case studies (6x6%), Paper work (14%). Presentation of paper work (9%), Evaluation of classmate presentation (3%), Final test (38%).          The condition is to reach min. 50% of the final test.</p>																							
<p><b>Language, knowledge of which is necessary to complete the course:</b> English language</p>																							
<p><b>Notes:</b></p>																							
<p><b>Evaluation</b></p> <table border="1"> <thead> <tr> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>FX</th> </tr> </thead> <tbody> <tr> <td>154</td> <td>88</td> <td>40</td> <td>18</td> <td>4</td> <td>8</td> </tr> <tr> <td>49,84%</td> <td>27,94%</td> <td>12,70%</td> <td>5,71%</td> <td>1,27%</td> <td>2,54%</td> </tr> </tbody> </table>						A	B	C	D	E	FX	154	88	40	18	4	8	49,84%	27,94%	12,70%	5,71%	1,27%	2,54%
A	B	C	D	E	FX																		
154	88	40	18	4	8																		
49,84%	27,94%	12,70%	5,71%	1,27%	2,54%																		
<p><b>Teacher:</b> Doc.PhDr.Monika Šestáková, DrSc., PhDr. Ing. Zuzana Ondrejová, PhD.</p>																							
<p><b>Date of last change:</b> 31.3.2021</p>																							
<p><b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.</p>																							

<p><b>College:</b> Vysoká škola manažmentu</p>	
<p><b>Faculty:</b> central workplace, Bratislava</p>	
<p><b>Course code:</b> PM 511</p>	<p><b>Course name:</b> TQM</p>
<p><b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined</p>	
<p><b>Number of credits:</b> The student will receive the course 5 credits.</p>	
<p><b>Recommended trimester:</b> 3.-4. trimester</p>	
<p><b>Degree:</b> 2nd level</p>	
<p><b>Prerequisites:</b> MC509, MC506</p>	
<p><b>Course requirements:</b>          Participation (obtaining input information, discussions, assignments) 20% of the final grade, practical assignment I. and its defense (26% of the final grade), practical assignment II. and his defense (26% of the final grade), final exam (28% of the final grade, while the subject will be passed if at least 50% of the test is scored). In order to earn A grade it is necessary to obtain at least 75 points, in order to earn B grade at least 70 points, In order to earn C grade at least 65 points, in order to earn D grade at least 60 points and in order to earn E grade at least 55 points. Credits will not be earned for the student, who failed to obtain at least 50 points from the final exam.</p>	

**Learning outcomes:** The student should know basic information about the essence of quality management and complex quality management and their models, apply selected quality improvement tools, understand the way of checking the level of excellence of the organization and be able to document processes.

**Brief Course Content:**

- Quality, related concepts and relationships.
- Approaches to quality management, process model of the quality management system.
- Quality improvement methods and tools.
- Process management.
- Approaches to comprehensive quality management - TQM.
- TQM models, characteristics, categories, criteria.
- EFQM excellence model, CAF model.
- Ways of evaluating the effectiveness of organizational management - self-evaluation.

**Recommended literature:**

PAULOVÁ, I. 2018. Komplexné manažerstvo kvality. Tretie, doplnené a prepracované vydanie. Bratislava: Wolters Kluwer, 2018. 160 s. ISBN 978-80-8168-834-8

PAULOVÁ I., HEKELOVÁ E., ŠATANOVÁ A., ŠALGOVIČOVÁ J. , 2008: Metódy zlepšovania efektívnosti a účinnosti TQM. Vydavateľstvo STU Bratislava, 2008, ISBN 978-80-227-2857-7

GRASSEOVÁ, M. A KOL. 2008. Procesní řízení ve veřejném sektoru, Brno : Computer press, a.s., 2008. ISBN 978-80-227-251-1987-7

NENADÁL, J., NOSKIEVIČOVÁ, D., PETŘÍKOVÁ, R., PLURA, J., TOŠENOVSKÝ, J., 2008. Moderní manažment jakosti. Praha : Management Press, 2008, ISBN 978-80-7261-186-7

PAULOVÁ, I. A KOL. 2010: Perspektívy rozvoja manažerstva kvality v súvislosti s požiadavkami trhu SR. Trnava, AlumniPress, 2010. ISBN 978-80-8096-129-9.

Peter D. Mauch. Quality management : theory and application. Boca Raton, FL : CRC Press, 2010. xxii, 149 p. - ISBN 978-1-4398-1380-5.

**Planned learning activities:** lectures, discussions, presentation and defense of practical assignments, final exam.

1 credit is 25 hours, i.e. 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours - study of literature, preparation of assignments. + work on the project + preparation for the final exam.

**Assessment methods and criteria:**

Participation (obtaining input information, discussions, assignments) 20% of the final grade, practical assignment I. and its defense (26% of the final grade), practical assignment II. and his defense (26% of the final grade), final exam (28% of the final grade, while the subject will be passed if at least 50% of the test is scored)

**Language, knowledge of which is necessary to complete the course:** English language

**Notes:**

**Evaluation**

A	B	C	D	E	FX
21	36	26	12	0	17
18,75%	32,14%	23,21%	10,71%	0%	15,18%

<b>Teacher:</b> Dr.h.c. prof. Ing. Edita Hekelová, PhD., Ing. Mgr. Jana Urdziková, PhD.
<b>Date of last change:</b> 31.3.2021
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.

<b>College:</b> <i>Vysoká škola manažmentu</i>	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> PV 501s	<b>Course name:</b> Business taxes
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 5. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the trimester, there will be discussions, solving problems, solving case studies, mid-term exam and final exam. At least 75 points must be obtained to obtain an A rating, at least 70 points to obtain a B rating, at least 65 points to obtain a C rating, at least 60 points to obtain a D rating and at least 55 points to obtain an E rating. Credits will not be awarded to a student who obtains less than 50 points from the final written exam.	
<b>Learning outcomes:</b> Upon successful completion of this course, students will be able to understand the issues of tax policy and optimization of the tax system, characterize taxes as a crucial source of public revenue, understand the structure of tax revenues, tax breakdown and barriers affecting tax revenue, characterize direct taxes in Slovakia with emphasis on business entities, indirect taxes in the Slovak Republic with emphasis on business entities, calculate net wages, realize the impact of free movement of business entities within the EU on the tax burden of the country, understand the reasons leading to the unification of tax policy within the EU and describe selected areas of tax administration.	
<b>Brief course content:</b> <ul style="list-style-type: none"><li>• tax policy and optimization of the tax system,</li><li>• tax policy and optimization of the tax system,</li><li>• personal income tax,</li><li>• corporate income tax,</li><li>• property taxes,</li><li>• value added tax,</li><li>• excise duties,</li><li>• tax administration,</li><li>• taxes and the EU.</li></ul>	
<b>Recommended literature:</b> <p>SCHULTZOVÁ, A. a kol. 2011. Daňovníctvo. Daňová teória a politika 1. Bratislava: Iura edition, 2011. 260s. ISBN 978-80-8078-407-2.</p> <p>KUŠNÍROVÁ, J. a kol. 2011. Daňovníctvo. Daňová teória a politika 1. Praktikum. Bratislava: Iura edition, 2011. 140s. ISBN 978-80-8078-408-9.</p>	

SIVÁK, R. a kol. 2007. Verejné financie. Bratislava: Iura edition, 2007. 312 s. ISBN 978-80-8078-094-4.

**Planned learning activities:** lecture, discussion, presentations, case study, tests. Number of completed hours in direct and indirect contact, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + presentations), indirect contact is 75 hours (study of literature, elaboration of assignments, etc. . + work on a case study + preparation for the midterm and final exam, etc.)

**Assessment methods and criteria:** Discussion (15%). Presentation of the assigned topic (10%). Case study (15%). Midterm exam (30%). Final exam (30%). The condition is to reach min. 50% of the final exam.

**Language, knowledge of which is necessary to complete the course:** English language

**Notes:**

**Evaluation:**

A	B	C	D	E	FX
154	88	40	18	4	8
49,84%	27,94%	12,70%	5,71%	1,27%	2,54%

**Teacher:** doc. PhDr. Monika Šestáková, DrSc., Ing. Daniela Maťovčíková, PhD.

**Date of last change:** 31.3.2021

**Approved:** doc. Ing. Mária Tajtáková, PhD.



<b>College:</b> Vysoká škola manažmentu	
<b>Faculty:</b> central workplace, Bratislava	
<b>Course code:</b> PV 505	<b>Course name:</b> <i>Employee care</i>
<b>Type, scope and method of educational activities:</b> 5 hours per week, a total of 50 hours per trimester, full-time: 2.5 h lectures / 2.5 h exercises. Method by which the educational activity is carried out: full-time, distance, combined	
<b>Number of credits:</b> The student will receive the course 5 credits.	
<b>Recommended trimester:</b> 6.-8. trimester	
<b>Degree:</b> 2nd level	
<b>Prerequisites:</b>	
<b>Course requirements:</b> During the trimester, there will be a presentation for 25 points, 2 current contributions for 5 points each, active participation for 15 points, mid-term exam for 25 points, final exam for 25 points. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn B grade at least 70 points, in order to earn C grade at least 65 points, in order to earn D grade at least 60 points and in order to earn E grade at least 55 points. Credits will not be earned for the student, who failed to obtain at least 50 points from the final exam.	
<b>Learning outcomes:</b> After successful completion of the subject, the student will gain basic knowledge about the individual types of employer care for employees (mandatory/legal, contractual and voluntary), what they include and what obligations the employer derives from it. The subject will also provide insight into special categories of employees who require increased care from the employer (underaged employees, persons with disabilities, pregnant women, men and women taking care of children), as well as the creation and drawing of a social fund. The student will acquire knowledge of which types of insurance include social insurance, will also gain an overview of the employer's care of its employees upon termination of employment and the possibility of assistance with further employment. The student will be able to analyze whether the care of employees by the employer meets the minimum limits set by law, which may include contractual care enshrined in collective agreements, as well as whether the employer also provides voluntary (above-standard) care.	
<b>Brief course content:</b> <ul style="list-style-type: none"> <li>• Care of the employer for the new employee;</li> <li>• Employer's legal care of employees during the duration of employment;</li> <li>• Obligations of the employer during and after termination of employment;</li> <li>• Legal care of the employer for special categories of employees (underaged employees, persons with disabilities, pregnant women, men and women taking care of children);</li> <li>• Other possible forms of adjustment of working conditions;</li> <li>• Employee security during temporary PN, in old age and employment after returning to work;</li> <li>• Creation and use of funds from the social fund;</li> <li>• Employer's contractual care of employees;</li> <li>• Voluntary employer care for employees.</li> </ul>	
<b>Recommended literature:</b> <i>BLAHOVÁ, K. 2015. Vybrané aspekty starostlivosti zamestnávateľa o zamestnancov. Košice: EQUILIBRIA.</i> <i>The Act on Social Insurance as amended.</i>	
<b>Language, knowledge of which is necessary to complete the course:</b> English language	

<b>Notes:</b> new course					
<b>Evaluation</b>					
A	B	C	D	E	FX
<b>Teacher:</b> <i>Mgr. Mariana Martišková, PhD.</i>					
<b>Date of last change:</b> 31.3.2021					
<b>Approved by:</b> doc. Ing. Mária Tajtáková, PhD.					