

Informačné listy predmetov / Course Information sheets

SP spoločný študijný program Mgr./MBA (daily and external form)

Zoznam predmetov/Course list:

DP699 Diplomová práca
DSM593A Diplomový projekt I
DSM593B Diplomový projekt II
INT599 Professional internship
MAL560 Global Leadership
MB545 Applied Marketing
MBA511 Law for Global Business
MBA520 Managing with Technology
MBA531 Applied Managerial Economics
MBA535 Managerial Accounting
MBA540 Strategic Financial Management
MBA546 Doing Business in European Union
MBA501 Global Business Communication and Research
MC516 People and Systems in Organizations
MC573 International Business
MC578s Podnikateľské riziko
MC699 Štátna skúška
MC509 Essentials of Business Management
MC550 Business Operations
MC584 International Human Resource Management
MC 600 Business Strategy
PM501 Project Management and Prioritization
PM507s Inovačný manažment
PM511s Komplexné riadenie kvality

Vysoká škola: Vysoká škola manažmentu	
Fakulta: centrálné pracovisko	
Kód predmetu: DP699s	Názov predmetu: Diplomová práca
Druh, rozsah a metóda vzdelávacích činností: Spolu za trimester 50 hodín. Metóda prezenčná, dištančná, kombinovaná.	
Počet kreditov: 5	
Odporúčaný semester/trimester štúdia: 6. trimester	
Stupeň štúdia: 1. stupeň	
Podmieňujúce predmety: DSM 593A, DSM 593B	
Podmienky na absolvovanie predmetu: V priebehu trimestra sú stanovené tzv. kontrolné body, v rámci ktorých musí študent preukázať opodstatnenosť ním navrhovaných riešení, vhodnosť aplikovaných štatistických a iných metód, ktoré v práci použil, schopnosť pripraviť informácie pre výstižnú a zrozumiteľnú prezentáciu navrhovaných riešení a zručnosť v ich obhajobe.	
Výsledky vzdelávania: Študent získa absolvovaním predmetu skúsenosti s projektovou prácou, využijúc znalosti získané počas štúdia. Rovnako získa zručnosti pri obhajovaní si svojich vlastných názorov a návrhov riešení pre zadanú úlohu a dokáže výsledky svojej práce prezentovať. Dokáže navrhovať spôsoby implementácie svojich návrhov do praxe.	
Stručná osnova predmetu: <ul style="list-style-type: none"> • Overovanie navrhovaných riešení problému v praxi • Implementácia optimálneho variantu riešenia do praxe • Príprava prezentácie na obhajobu 	
Odporúčaná literatúra: podľa zvolenej témy projektu	
Jazyk, ktorého znalosť je potrebná na absolvovanie predmetu: slovenský alebo anglický	
Poznámky:	
Hodnotenie predmetov	
P(prospel)	NP(neprospel)
328	23
93,45%	6,55%
Vyučujúci: podľa zvolenej témy projektu	
Dátum poslednej zmeny: 30.4.2021	
Schválil: doc. Ing. Mária Tajtáková, PhD.,	

Vysoká škola: Vysoká škola manažmentu	
Fakulta: centrálné pracovisko	
Kód predmetu: DSM593A	Názov predmetu: Diplomový seminár I
Druh, rozsah a metóda vzdelávacích činností: celkovo 50 hodín za trimester, metóda, ktorou sa vzdelávacia činnosť uskutočňuje: prezenčná, dištančná, kombinovaná	
Počet kreditov: 10	

Odporúčaný semester/trimester štúdia: 4. trimester						
Stupeň štúdia: 2. stupeň						
Podmieňujúce predmety: nie sú						
<p>Podmienky na absolvovanie predmetu: V priebehu trimestra sú stanovené tzv. kontrolné body, v rámci ktorých musí študent preukázať progres v riešení jemu zadanej témy záverečnej práce. Hodnotenie je priebežné podľa jednotlivých kontrolných bodov a záverečné. V prvej časti trimestra je dôraz kladený na zvládnutie práce s literatúrou, tvorbu rešerší, výberom a aplikáciou vhodných metód využiteľných pre riešenie úloh, v druhej časti trimestra na schopnosť analyzovať súčasný stav v danej problematike a vybrať najvhodnejšie varianty pre riešenie problému a podložiť ich výsledkami prieskumov, aplikáciou štatistických a iných metód a pod. Študent dostáva hodnotenie prospel alebo neprospel.</p>						
<p>Výsledky vzdelávania: Študent získa absolvovaním predmetu skúsenosti s prácou s literatúrou, s tvorbou rešerší, overí si schopnosť zvládnuť splnenie projektovej úlohy, aplikáciu výpočtových zručností a tiež analytických schopností na úrovni magistra. Naučí sa samostatnosti pri riešení konkrétnych problémov, dokáže analyzovať a vyhodnocovať údaje a vhodné metódy a využiť ich pre riešenie problému.</p>						
<p>Stručná osnova predmetu:</p> <ul style="list-style-type: none"> • Výber a špecifikácia zadaného problému (témy) pre riešenie • Rešerš literatúry podľa zadanej témy • SWOT analýza – identifikácia silných a slabých stránok jednotlivých variantných riešení zadaného problému • Študovanie a výber vhodných štatistických a iných metód 						
Odporúčaná literatúra: podľa zvolenej témy projektu						
Jazyk, ktorého znalosť je potrebná na absolvovanie predmetu: slovenský						
Poznámky:						
<p>Hodnotenie predmetov</p> <table border="1"> <tr> <td>P(prospel)</td> <td>NP(neprospel)</td> </tr> <tr> <td>431</td> <td>15</td> </tr> <tr> <td>96,64%</td> <td>3,36%</td> </tr> </table>	P(prospel)	NP(neprospel)	431	15	96,64%	3,36%
P(prospel)	NP(neprospel)					
431	15					
96,64%	3,36%					
Vyučujúci: podľa zvolenej témy projektu						
Dátum poslednej zmeny: 30.3.2021						
Schválil: doc. Ing. Mária Tajtáková, PhD.,						

Vysoká škola: Vysoká škola manažmentu	
Fakulta: centrálné pracovisko	
Kód predmetu: DSM593B	Názov predmetu: Diplomový seminár II
Druh, rozsah a metóda vzdelávacích činností: celkovo 50 hodín za trimester, metóda, ktorou sa vzdelávacia činnosť uskutočňuje: prezenčná, dištančná, kombinovaná	
Počet kreditov: 10	

Odporúčaný semester/trimester štúdia: 5. trimester						
Stupeň štúdia: 2. stupeň						
Podmieňujúce predmety: DSM 593A						
<p>Podmienky na absolvovanie predmetu: V priebehu trimestra sú stanovené tzv. kontrolné body, v rámci ktorých musí študent preukázať progres v riešení jemu zadanej témy záverečnej práce. Hodnotenie je priebežné podľa jednotlivých kontrolných bodov a záverečné. V prvej časti trimestra je dôraz kladený na schopnosť študenta správne prezentovať analýzu súčasného stavu v riešenej problematike, pričom využíva metódy ako SWOT analýza a pod., v druhej časti trimestra na schopnosť navrhnuť vlastné riešenie zadaného problému, aplikovať pri riešení štatistické, analytické, rozborové a iné metódy, prieskumy a pod., na záver trimestra sa hodnotí konečné spracovanie témy a dosiahnuté výsledky. Študent dostáva hodnotenie od vedúceho záverečnej práce prospel alebo neprospel.</p>						
<p>Výsledky vzdelávania: Študent získa absolvovaním predmetu skúsenosti s prácou so zozbieraním relevantných informácií, ich triedením a správnym výberom v kontexte s danou problematikou ZP. Naučí sa navrhovať vlastné riešenie zadaných úloh, vhodné metódy podporujúce riešenie problému, správne formulovať otázky pre prípadný prieskum a správne ho vyhodnotiť, podložiť ich faktami, dokáže vyhodnotiť prínosy ním navrhovaných riešení a formulovať odporúčania pre prax.</p>						
<p>Stručná osnova predmetu:</p> <ul style="list-style-type: none"> • Analyzovanie zozbieraných údajov potrebných pre riešenie zadanej témy • Návrh konkrétnych riešení, resp. variantov riešenia • Návrh vhodných metód a dotazníkov podporujúcich riešenie úloh • Výber najvhodnejších možných variantov riešenia • Formulovanie prínosov a odporúčaní pre prax 						
Odporúčaná literatúra: podľa zvolenej témy projektu						
Jazyk, ktorého znalosť je potrebná na absolvovanie predmetu: slovenský						
Poznámky:						
<p>Hodnotenie predmetov</p> <table border="1"> <thead> <tr> <th>P(prospel)</th> <th>NP(neprospel)</th> </tr> </thead> <tbody> <tr> <td>437</td> <td>45</td> </tr> <tr> <td>90,66%</td> <td>9,34%</td> </tr> </tbody> </table>	P(prospel)	NP(neprospel)	437	45	90,66%	9,34%
P(prospel)	NP(neprospel)					
437	45					
90,66%	9,34%					
Vyučujúci: podľa zvolenej témy projektu						
Dátum poslednej zmeny: 30.3.2021						
Schválil: doc. Ing. Mária Tajtáková, PhD.						

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: INT599	Course name: Professional internship
Type, scope and method of educational activities: practice in the range of 150 hours per trimester, distance learning method	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 3.-4. trimester	

Degree: 2nd level																		
Prerequisites:																		
Course requirements: 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%.																		
Learning outcomes: 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.																		
Brief course content: <ul style="list-style-type: none">• Preparation of a professional internship.• Professional internship.• Conclusion and evaluation of the professional internship.																		
Recommended literature: https://www.vsm.sk/files/sh/eu_researchapa.pdf <i>PALENČÁROVÁ, J., KROČITÝ, P. 2012. Akademická príručka na tvorbu odborných textov [online]. 2. vydanie. Trenčín : Vysoká škola manažmentu, 2012. Dostupné na:</i> http://www.vsm.sk/svk/studenti/akademicka-etika/pravidla-postupy/																		
Planned learning activities: 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.																		
Assessment methods and criteria: 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%.																		
Language, knowledge of which is necessary to complete the course: English language																		
Notes:																		
Evaluation:																		
<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													
Teacher: according to the focus of the internship																		
Date of last change: 31.3.2021																		
Approved by: doc. Ing. Mária Tajtáková, PhD.,																		

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MAL560	Course name: Global Leadership
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 5.-6. trimester	
Degree: 2nd level	
Prerequisites:	
<p>Course requirements: During the term students will be graded for Discussion and Participation 20%, Individual Competencies in Diverse Team Environments 25%, High-Performing Global Teams 30%, Leading Globally Diverse Teams 25%,</p> <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.</p>	
<p>Learning outcomes: Upon the successful completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • Understanding differences between individual competencies and the needs of globally diverse teams. • Analyze leadership strategies that develop global team behavior. • Examine global diversity and identify leadership strategies that deliver high-performing diverse team results. 	
<p>Brief course content: Leaders require skills to effectively collaborate within a multi-cultural environment, evaluate culturally diverse talent, communicate team goals, and foster global team interactions. To compete globally, leaders need to learn practical leadership strategies for building cohesive, motivated, high-performing, global teams. Students will explore team-building strategies effective in virtual and global environments.</p>	
<p>Recommended literature: Northouse, P. <i>Leadership: Theory and practice</i> 8th ed. 2018 Sage <i>Additional material provided by an instructor.</i></p>	
<p>Planned learning activities: In a daily or external form of study 50 hours per term represent direct contact (lectures and seminars) and 75 hours indirect contact (assignment preparation, case studies, literature study).</p>	
<p>Assessment methods and criteria: Discussion and Participation 20%, Individual Competencies in Diverse Team Environments 25%, High-Performing Global Teams 30%, Leading Globally Diverse Teams 25%,</p>	
Language, knowledge of which is necessary to complete the course: English language	
Notes:	
Evaluation	

Vysoká škola manažmentu / The School of Management
Informačné listy predmetov / Course Information Sheets

A	B	C	D	E	FX

Teacher: Johan Winbladh, PhD., MSc

Date of last change: 31.6.2021

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

College: Vysoká škola manažmentu	
Faculty: central workplace , Bratislava	
Course code: MB545	Course name: Applied Marketing
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 3rd-5th trimester	
Degree: 2nd level	
Prerequisites:	
Course requirements: Participation. Paper work. Presentation of paper work. Case studies + evaluation. Final exam.	
Learning outcomes: 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.	
Brief course content: <ul style="list-style-type: none">• 4P marketing mix strategy<ul style="list-style-type: none">• product• price• promotion• placing• Market segmentation<ul style="list-style-type: none">• Segmentation of consumer• Segmentation of industrial markets• Selection of the target market.• Competitive advantage:<ul style="list-style-type: none">• Positioning strategies• SWOT analysis.• Adaptation.• Innovation.• Growth strategies:<ul style="list-style-type: none">• Market penetration.• Market development.• Product development.• Diversification.• Customer Relationship Management – CRM:<ul style="list-style-type: none">• Customer satisfaction.• Customer retention strategy.• Customer perception.	
Recommended literature: Study materials are provided in digital form directly in the Brightspace. JAKUBÍKOVÁ, D. 2013. Strategický marketing. Praha : Grada 2013. ISBN978-80-247-4670-8 KOTLER, P. a KELLER, K. (2013). Marketing management (14. vyd.). Praha : Grada	

Planned learning activities: 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 (5%). Paper work (17%). Presentation of paper work (12%), Case studies (2x12%)+ evaluation (2x3%), Final exam (36%).

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

Notes:

Evaluation :

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

Vyučujúci: doc. Ing. Mária Tajtáková, PhD., PhDr. Ing. Zuzana Ondrejová, PhD.,

Dátum poslednej zmeny: 30.3.2021

Schválil: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MBA511	Course name: Law for Global Business
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 4.-6. trimester	
Degree: 2nd level	
Prerequisites:	
<p>Course requirements: During the term students will be graded for Discussion and Participation 20%, First Managerial Implications 20%, Second Managerial Implications 20%, First Case Analysis 20%, Second Case Analysis 20%.</p> <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.</p>	
<p>Learning outcomes: Upon the successful completion of this course, you will be able to:</p> <ol style="list-style-type: none"> 1. Evaluate different writers' attitudes, biases, and arguments relating to various topics on international law; 2. Identify the strengths and weaknesses of various methods available for resolving trade disputes; 3. Create alternative courses of action for the parties to international sales transactions in order to avoid litigation; 4. Interpret the role of national institutions and international organizations in international law; 5. Identify and evaluate the various risks associated with international transactions; 6. Assess methods of risk assignment and transfer; 7. Appraise the roles of significant contractual clauses, documents and parties; 8. Assess current international law by applying it to common business problems; 9. Advocate innovative methods of communication to avoid litigation. 	
<p>Brief course content:</p> <ol style="list-style-type: none"> 1. Methods of export; 2. Risks of international business; Law of treaties; 3. International court of justice; Comparative law; 4. Private international organizations influencing international law; 5. International codes of conduct; European Union legal integration; 6. Economic integration; Free trade areas; 7. Jurisdiction/venue; 8. Choice of law/forum; 9. Enforcement of foreign judgments; 10. Arbitration/mediation; 11. Convention on contracts for the international sale of goods; 	

12. Documentary sales;
13. Shipping terms; Liability for carriage of goods;
14. Documentary letter of credit;
15. Tariffs/non-tariff barriers to trade;
16. GATT dispute settlement;
17. Tarrification;
18. Nondiscrimination/MFN;
19. National treatment;
20. Safeguards against injury;
21. Dumping; Subsidies;
22. GATT Technical Barriers to Trade; GATT Government Procurement;
23. Customs entry; Determining the dutiable status of goods;
24. NAFTA;
25. Export control;
26. Agency law; Advertising law;
27. Foreign Corrupt Practices Act;
28. Intellectual property transfer;
29. Foreign direct investment;
30. Tax issues;, Currency risk;
42. Labor law.

Recommended literature:

Schaffer, R., Earle, B. & Agusti, F. (2017). *International business law and its environment* (10th ed.). Mason, OH: South-Western. ISBN: 9780324649659

Planned learning activities:

In a daily or external form of study 50 hours per term represent direct contact (lectures and seminars) and 75 hours indirect contact (assignment preparation, case studies, literature study).

Assessment methods and criteria: Discussion and Participation 20%, First Managerial Implications 20%, Second Managerial Implications 20%, First Case Analysis 20%, Second Case Analysis 20%.

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

Notes:

Evaluation

A	B	C	D	E	FX

Teacher: Mgr. Mariana Martišková, PhD.

Date of last change: 31.6.2021

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

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MBA520	Course name: Managing with Technology
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 2.-4. trimester	
Degree: 2nd level	
Prerequisites:	
<p>Course requirements: During the term students will be graded for Discussion and Participation 20%, Advanced Case Study 25%, IT Strategy and Implementation Plan 30%, Final Exam 25%,</p> <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.</p>	
<p>Learning outcomes: Upon the successful completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> - Explore how, in the face of technical innovation and disruptive technologies, business and technology strategies co-evolve to create new capabilities. - Develop a capacity to effectively collaborate with technology and technologists. - Analyze governance, financial and risk mitigation considerations in information technology. - Research and evaluate how technology, information systems and applications contribute to business success. 	
<p>Brief course content: Information systems and technology have become the key to running effective businesses. Students and future business leaders will learn: how to co-evolve new and innovative business and IT strategies in the face of emerging and disruptive technologies, how technology is applied in their particular industry, and how to assess and measure the business value of technology. In addition, this course will help business leaders develop strategies for collaborating with technologists and manage business risk from technical vulnerabilities.</p>	
<p>Recommended literature: <i>material provided by an instructor from online CityU databases .</i></p>	
<p>Planned learning activities: In a daily or external form of study 50 hours per term represent direct contact (lectures and seminars) and 75 hours indirect contact (assignment preparation, case studies, literature study).</p>	
<p>Assessment methods and criteria: Discussion and Participation 20%, Advanced Case Study 25%, IT Strategy and Implementation Plan 30%, Final Exam 25%,</p>	
<p>Language, knowledge of which is necessary to complete the course: English language</p>	
<p>Notes:</p>	

Evaluation					
A	B	C	D	E	FX

Teacher: Martina Česalová, PhD., MSCS

Date of last change: 31.6.2021

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

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MBA531	Course name: Applied Managerial Economics
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: The recommended trimester for enrollment is 1.-3. trimester of study	
Degree: 2nd level	
Prerequisites:	
Course requirements: 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.	
Learning outcomes: 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.	
Brief course content: <ul style="list-style-type: none"> • Market demand and supply, market equilibrium; • Theory of consumer choice, choice between consumption and leisure • Price indices • Short-term and long-term production function, cost and production optimization • Capital budgeting - investment projects • Market structures - Monopoly, Oligopoly, Monopolistic competition 	
Recommended literature: <p><i>HIRSCHEY, M. (2022). Managerial Economics (16th ed.). Cengage Learning.</i></p> <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>PALENČÁROVÁ, J., KROČITÝ, P. 2015. Akademická príručka na tvorbu odborných textov [online]. 3. vydanie. Trenčín : Vysoká škola manažmentu, 2015. Dostupné na: http://www.vsm.sk/sk/studenti/akademicka-etika/pravidla-postupy/</i></p> <p><i>WHITAKER, A. (2015). Research and APA Style Guide. Bratislava, Slovakia: City University of Seattle. Available online at http://www.vsm.sk/files/sh/eu_researchapa.pdf</i></p>	
Planned learning activities: 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.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MBA535	Course name: Managerial Accounting
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 2.-4. trimester	
Degree: 2nd level	
Prerequisites:	
Course requirements: 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.	
Learning outcomes: 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.	
Brief course content: <ul style="list-style-type: none"> • Interrelation between financial and managerial accounting, Analyzing financial statements from managerial perspective; • Basic cost concepts and their practical relevance in managerial decisions; • Cost-volume-profit analysis • Price decisions of the company, Customer profitability • Capital budgeting and investment projects evaluation; • Decentralization and responsibility accounting. 	
Recommended literature: <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 .	
Planned learning activities: 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.)	
Assessment methods and criteria: : 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.	

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

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MBA540	Course name: Strategic Financial Management
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 4.-6. trimester	
Degree: 2nd level	
Prerequisites:	
Course requirements: 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.	
Learning outcomes: 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.	
Brief course content:	
<ul style="list-style-type: none"> • Basic financial documents of a company and their importance for financial analysis and planning • Financial markets behavior, basic types of securities traded at them and their valuation; • Short-term financial management of a company – working capital, management of inventory and receivables. • Strategic aspects of financial management, investment projects, capital structure, mergers and acquisitions • Exchange rates and methods of decreasing exchange-rate risks. 	
Recommended literature:	
BRIGHAM, E. & EHRHARDT, M. (2019). Financial management: Theory and practice. (16 th ed.). Mason, OH: South-Western	
Kráľovič, J., Vlachynský, K.: Finančný manažment. Wolters Kluwer 2011	
Komorník, J. a kol. Finančný manažment. Kartprint 2011	
Planned learning activities:	
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).	
Assessment methods and criteria: 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.	

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: 31.6.2021					
Approved by: doc. Ing. Mária Tajtáková, PhD.					

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MBA546	Course name: Doing business in European Union
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 4.-6. trimester	
Degree: 2nd level	
Prerequisites:	
Course requirements: During the term students will be graded for Discussion and Participation 20%, Policy Analysis 25%, Expansion Plan 30%, Case Analysis 25%, 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.	
Learning outcomes: Upon the successful completion of this course, you will be able to: <ul style="list-style-type: none">• 1. Analyze how businesses can directly benefit from and also influence the institutions and policies of the EU.• 2. Determine the conditions under which Europe-wide business and functional area strategies can be adopted.• 3. Debate the EU's evolving role in the global economy.• 4. Construct a market entry or expansion strategy for the whole or a part of Europe.• 5. Categorize member states according to cultural, economic, political and technological criteria.• 6. Critique the level of completeness of the four freedoms (goods, services, persons and capital) which make up the single European market.	
Brief course content: This course is designed to provide a practical perspective on doing business in the European Union. The primary focus will be on the internal market and those policies and institutions which directly affect the economic environment within the EU. The course will examine the harmonization of policies across Europe but also address the diversity of member states and how that fragments the market and affects business and functional-area strategies. Upon completing the course, students will be able to make informed strategic decisions about how businesses can best capitalize on the opportunities that the European market provides.	
Recommended literature: Suder, G. <i>Doing Business in Europe</i> (ISBN: 9780857020857), 2011, Ed.2008 available online in CU databases (Ebook Central) <i>Additional material provided by an instructor.</i>	
Planned learning activities:	

In a daily or external form of study 50 hours per term represent direct contact (lectures and seminars) and 75 hours indirect contact (assignment preparation, case studies, literature study).

Assessment methods and criteria: Discussion and Participation 20%, Policy Analysis 25%, Expansion Plan 30%, Case Analysis 25%,

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

Notes:

Evaluation

A	B	C	D	E	FX

Teacher: Mgr. Mariana Martišková, PhD.

Date of last change: 31.6.2021

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

College: Vysoká škola manažmentu									
Faculty: central workplace, Bratislava									
Course code: MBA501	Course name: Global Business Communication and Research								
Type, scope and method of educational activities: 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									
Number of credits: The student will receive the course 5 credits.									
Recommended trimester: 1.-3. trimester									
Degree: 2nd level									
Prerequisites:									
<p>Course requirements:</p> <table> <tr> <td>Research of professional literature / Outline</td> <td>10%</td> </tr> <tr> <td>Project /Research paper</td> <td>35%</td> </tr> <tr> <td>Research and presentation of research</td> <td>45%</td> </tr> <tr> <td>Active Participation</td> <td>10%</td> </tr> </table> <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.</p>		Research of professional literature / Outline	10%	Project /Research paper	35%	Research and presentation of research	45%	Active Participation	10%
Research of professional literature / Outline	10%								
Project /Research paper	35%								
Research and presentation of research	45%								
Active Participation	10%								
<p>Learning outcomes: After successfully completing the course, students will be able to:</p> <ul style="list-style-type: none"> - Plan, organize, implement and present scientific research, including the evaluation of research data. - Identify the features of scientific work and distinguish scientific language from layman's expression. - Correctly work with information, use quotations and paraphrases in the text. - Create a scientific text using relevant sources and write them down correctly. - Distinguish between fact and fiction in the text; formulate hypotheses research questions; adhere to the ethical principles of research. - Develop argumentation from statement to conclusion (so-called argumentation scheme). - Identify the most common errors in reasoning and argumentation. - Integrate principles of research and communication theory; prepare a project for the final work. - Know how to compile a questionnaire, test, prepare and implement an interview, structured observation can diagnose creativity, etc. - Present your work in front of the group; they will be prepared for the defense of the final thesis. 									
<p>Brief course content:</p> <ul style="list-style-type: none"> • 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". • The intention is the application of scientific research methods in managerial practice, as well as the qualitative assessment and use of information resources. • 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 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.					
Recommended literature: Reid, S. <i>Purpose and process: A reader for writers.</i> (ISBN:0131823973) 5 ed 2004 Pearson Prentice Hall Cotton, G. <i>Say Anything to Anyone, Anywhere: 5 Keys To Successful Cross-Cultural Communication</i> (ISBN: 9781118420423). 2013. John Wiley & Sons Available online in CU databases (<i>Skillsoft Books, formerly Books24x7</i>) The textbook will be supplemented with teacher's materials.					
Planned learning activities: 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.)					
Assessment methods and criteria: : Research of professional literature / Outline 10% Project /Research paper 35% Research and presentation of research 45% Active Participation 10%					
Language, knowledge of which is necessary to complete the course: English language					
Notes:					
Evaluation					
A	B	C	D	E	FX
Teacher: Larry Johnson, MA					
Date of last change: 30.6.2021					
Approved by: doc. Ing. Mária Tajtáková, PhD.					

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MC516	Course name: People and Systems in Organizations
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 2.-4. trimester	
Degree: 2nd level	
Prerequisites:	
Course requirements: 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.	
Learning outcomes: 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.	
Brief course content: <ul style="list-style-type: none"> • 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; • Application of knowledge related to business approaches, strategies and processes concerning information and communication technologies and information systems; • Analysis of potential impact of information and communication technologies and information systems on business internal and collaborative processes; • Design, implementation and evaluation of a new or improved information system. 	
Recommended literature: 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.	
Planned learning activities: 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 for15%, 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.					

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MC573	Course name: International Business
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 3.-4. trimester	
Degree: 2nd level	
Prerequisites:	
Course requirements: 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.	
Learning outcomes : 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.	
Brief Course Content:	
<ul style="list-style-type: none"> • international environment for entrepreneurship and commerce, • international strategy of enterprises and its elements, • methods of entering foreign markets (trading versus investing), • business partnerships when doing business abroad, • Joint Ventures, strategic alliances, crossborder fusions and acquisitions, • International human resource management, • Leadership in international environment, • International marketing in the practice of internationally active companies, • Corporate social responsibility when doing business abroad, • Ethics and compliance associated with investment and international entrepreneurship. 	
Planned learning activities: 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.	
Assessment methods and criteria: group presentation: 25%; active participation: 15%; research paper – group project 20%; midterm exam 20%, final exam 20%.	
Recommended literature :	

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
 FERENČÍKOVÁ, S. a kol. Medzinárodná expanzia firiem: stratégie, partnerstvá a ľudské zdroje. Bratislava: Iura Edition 2013

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

Notes:

Evaluation:

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

Teacher: Mgr. Mariana Martišková, PhD. , Johan Winbladh, PhD., MSc

Date of last change: 31.3.2021

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

Vysoká škola: Vysoká škola manažmentu

Fakulta: centrálné pracovisko, Bratislava

Kód predmetu: MC 578s

Názov predmetu: Podnikateľské riziko

Druh, rozsah a metóda vzdelávacích činností: 5 hodín týždenne, celkovo 50 hodín za trimester, prezenčne: 2,5 h prednášok/2,5 h cvičení. Metóda, ktorou sa vzdelávacia činnosť uskutočňuje: prezenčná, dištančná, kombinovaná

Počet kreditov: 5

Odporúčaný semester/trimester štúdia: 5. trimester

Stupeň štúdia: 2.stupeň

Podmieňujúce predmety: nie sú

Podmienky na absolvovanie predmetu: V priebehu trimestra bude realizovaná prípadová štúdia, jej prezentácia, priebežná skúška za 30 a záverečná skúška za 30 bodov, pričom na získanie hodnotenia A je potrebné získať najmenej 75 bodov, na získanie hodnotenia B najmenej 70 bodov, na hodnotenie C najmenej 65 bodov, na hodnotenie D najmenej 60 bodov a na hodnotenie E najmenej 55 bodov.

Výsledky vzdelávania: Vedomosti týkajúce sa aktívneho zvládnutia a využívania rizikových faktorov, javov a udalostí na základe racionálneho riskovania, poznatky potrebné pre rozlišovanie rizika a neistoty, identifikovanie rizík, ich kvantitatívne a kvalitatívne ohodnocovanie, elimináciu rizík, oboznámenie sa s rizikami pri strategickom riadení podniku, rizikami v rôznych odvetviach a rizikami krajiny

Stručná osnova predmetu:

- Podstata a úloha rizika, vymedzenie podstaty a obsahu rizika na základe počtu pravdepodobnosti a teórie náhodnosti.

<ul style="list-style-type: none"> • Základy identifikácie a merania rizika, analýza rizika. • Riziková politika a jej nástroje, profilácia cieľov, postupy a prostriedky zvládnutia cieľov, eliminácia následkov rizík. • Eliminácia rizík cestou prenosu následkov rizík na ďalšie (právne) subjekty, bankové záruky. • Riziká v projektovom manažmente. • Riziká v bankovníctve. • Finančné riziko. • Riadenie rizík v malých a stredných podnikoch. 																		
<p>Odporúčaná literatúra: RYBÁROVÁ, D., GRISÁKOVÁ, N. 2010. Podnikateľské riziko. Bratislava: Iura Edition, 2010 MERNA, T., AL-THANI, F. 2007. Risk Management. Praha: Computer Press, 2007</p>																		
<p>Plánované vzdelávacie aktivity: prednáška, seminár, diskusia, práca na prípadovej štúdiu, počet absolvovaných hodín v priamom a nepriamom kontakte, pričom 1 kredit je 25 hodín, t.j.125 hodín za predmet, z toho priamy kontakt je 50 hodín (prednášky + semináre + prezentácie), nepriamy kontakt je 75 hodín (štúdium literatúry, vypracovanie zadaní a pod. + práca na projekte + príprava na priebežnú a záverečnú skúšku a pod.)</p>																		
<p>Metódy a kritériá hodnotenia: Diskusia (10%). Prezentácia prípadovej štúdie (15%). Prípadová štúdia (15%). Priebežná skúška (30%). Záverečná skúška (30%).</p>																		
<p>Jazyk, ktorého znalosť je potrebná na absolvovanie predmetu: slovenský</p>																		
<p>Poznámky: Kapacita predmetu je obmedzená na 30 študentov</p>																		
<p>Hodnotenie:</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>Vyučujúci: Ing. Daniela Maťovčíková, PhD., Ing. Zuzana Melicheríková, PhD.</p>																		
<p>Dátum poslednej zmeny: 31.3.2021</p>																		
<p>Schválil: doc. Ing. Mária Tajtáková, PhD.</p>																		

<p>Vysoká škola: Vysoká škola manažmentu</p>	
<p>Fakulta: centrálné pracovisko, Bratislava</p>	
<p>Kód predmetu: MC 699s</p>	<p>Názov predmetu: Štátna skúška</p>
<p>Druh, rozsah a metóda vzdelávacích činností: nešpecifikované</p>	
<p>Počet kreditov: 5</p>	
<p>Odporúčaná semester/trimester štúdia: 6. trimester</p>	
<p>Stupeň štúdia: 2. stupeň</p>	
<p>Podmieňujúce predmety: žiadne</p>	
<p>Podmienky na absolvovanie predmetu: podmienkou účasti na štátnej skúške je splnenie všetkých predpísaných povinností a potrebných kreditov. Výsledok štátnej skúšky vrátane jej súčastí hodnotí skúšobná komisia stanovená rektorom školy(po schválení členov vo VR).</p>	

Výsledky vzdelávania: <i>Súčasťou štátnej skúšky sú dva prierezové predmety z oblastí, ktoré boli absolvované v rámci študijného plánu 2. stupňa štúdia. Predmety štátnej skúšky sú osobitne určené pre každý študijný program 2. stupňa štúdia.</i>												
Stručná osnova predmetu: <i>Obsahy prierezových predmetov štátnej skúšky sú osobitne určené pre každý študijný program tak, aby otázky/okruhy v nich obsiahnuté odpovedali učivu, ktoré študent absolvoval počas štúdia podľa študijného plánu 2. stupňa príslušného študijného programu.</i>												
Odporúčaná literatúra: <i>Literatúra je osobitne určená podľa prierezových predmetov štátnej skúšky, spravidla tá, z ktorej študent čerpal už počas štúdia.</i>												
Jazyk, ktorého znalosť je potrebná na absolvovanie predmetu: <i>slovenský alebo anglický jazyk</i>												
Poznámky:												
Hodnotenie predmetov:												
<table border="1"><tr><td>A</td><td>B</td><td>C</td><td>D</td><td>E</td><td>FX</td></tr><tr><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td>f</td></tr></table>	A	B	C	D	E	FX	a	b	c	d	e	f
A	B	C	D	E	FX							
a	b	c	d	e	f							
Vyučujúci: <i>nie je bližšie určený (podľa zloženia skúšobnej komisie)</i>												
Dátum poslednej zmeny: <i>30.3.2021</i>												
Schválil: <i>prof. Ing. Edita Hekelová, PhD.</i>												

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MC509	Course name: Essential of Business Management
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 1.-2. trimester	
Degree: 2nd level	
Prerequisites:	
Course requirements: 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.	
Learning outcomes : 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.	
Brief Course Content:	
<ul style="list-style-type: none"> • Work teams. • Diversity. • Coping with stress. • Organizational culture. • Organizational structure. • Values. • Personality. • Motivation. • Organizational learning. • Leadership styles. • Communication styles. • Team dynamics. • Power and influence. 	
Planned learning activities : 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.	
Assessment methods and criteria : 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%).																		
Recommended literature : KREITNER, R. a KINICKI, A. (2012). Organizational behavior (Organizačné správanie). 10. vydanie. McGraw-Hill																		
Language, knowledge of which is necessary to complete the course: English language																		
Notes:																		
Evaluation:																		
<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>148</td> <td>86</td> <td>55</td> <td>8</td> <td>6</td> <td>9</td> </tr> <tr> <td>47,43%</td> <td>27,56%</td> <td>17,64%</td> <td>2,56%</td> <td>1,92%</td> <td>2,89%</td> </tr> </tbody> </table>	A	B	C	D	E	FX	148	86	55	8	6	9	47,43%	27,56%	17,64%	2,56%	1,92%	2,89%
A	B	C	D	E	FX													
148	86	55	8	6	9													
47,43%	27,56%	17,64%	2,56%	1,92%	2,89%													
Teacher: PhDr. Mária Olejárová, PhD., MBA,																		
Date of last change: 31.3.2021																		
Approved by: doc. Ing. Mária Tajtáková, PhD.																		

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MC550	Course name: Business Operations
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 3.-4. trimester	
Degree: 2nd level	
Prerequisites:	
Course requirements: 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.	
Learning outcomes:	
This course will prepare students to:	
<ol style="list-style-type: none"> 1. Analyze an organization's operational strategy. 2. Prepare an operations plan. 3. Demonstrate how process and value chains support creation of goods and services. 4. Apply the principles of quality control. 5. Compute solutions of quantitative problems that improve operations. 6. Solve operations problems using standard methods. 7. Design a supply chain. 	
Brief Course Content:	
<ul style="list-style-type: none"> • Corporate procurement, supply logistics. 	

<ul style="list-style-type: none"> • Industrial production, production logistics. • Enterprise distribution of goods, sales logistics. • Warehousing. • Supply chains, the essence of SCM. • Communication and information tools for production and logistics. • Progressive methods in production and logistics management. 																		
<p>Recommended literature: Heizer, Jay – Render, Barry. 2016. Operations management. 11th ed. Upper Saddle River, N.J.: Pearson Prentice Hall, 2016</p>																		
<p>Planned learning activities: 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>Assessment methods and criteria: Active participation 20% Case study (CS) 20% Case study presentation 15% Research paper (RP) 15% Final exam 30%</p>																		
<p>Language, knowledge of which is necessary to complete the course: English language</p>																		
<p>Notes:</p>																		
<p>Evaluation:</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>Teacher: Johan Winbladh, PhD., MSc</p>																		
<p>Date of last change: 31.3.2021</p>																		
<p>Approved by: doc. Ing. Mária Tajtáková, PhD.</p>																		

<p>College: Vysoká škola manažmentu</p>	
<p>Faculty: central workplace, Bratislava</p>	
<p>Course code: MC584</p>	<p>Course name: International Human Resource Management</p>
<p>Type, scope and method of educational activities: 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>Number of credits: The student will receive the course 5 credits.</p>	
<p>Recommended trimester: 4.-6.trimester</p>	
<p>Degree: 2nd level</p>	
<p>Prerequisites:</p>	
<p>Course requirements: HRM problem solving 20% Project 35%</p>	

Final exam 45%

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

Learning outcomes:

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.

Brief course content:

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.

Recommended literature:

ARMSTRONG, M. (2008). Rizeni lidkých 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 (11th ed.). Mason, OH: Thomson South-Western

MILKOVICH, G. T. a BOUDREAU, J. W. (1993). Řízení lidských zdrojů. Praha: Grada

PALENČÁROVÁ, J., KROČITÝ, P. 2015. Akademická příručka na tvorbu odborných textov [online]. 3. vyd. Trenčín : Vysoká škola manažmentu v Trenčíne, 2015. Dostupné na: http://www.vsm.sk/files/sh/prirucka_2015.pdf

Planned learning activities: 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:

HRM problem solving 20%

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,

Date of last change: 31.3.2021

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

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MC600	Course name: Business Strategy
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 6 th or the last trimester	
Degree: 2nd level	
Prerequisites: MBA531, MBA540	
Course requirements: 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.	
Learning outcomes: 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.	
Brief course content: <ul style="list-style-type: none"> • Decision-making processes in Capsim Capstone business simulation • Industry segmentation and competitive strategies • Substitution and industry structure • Mutual relations between business units • Complementary products and competitive strategies 	
Recommended literature: <i>Manuál a učebnica k podnikovej simulácii Capsim Capstone</i> Hill , 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	
Planned learning activities: : 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)	
Assessment methods and criteria :	
<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%				
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: Branislav Bernadič, PhD., M.B.A., Johan Winbladh, PhD., MSc.					
Date of last change: 14.06.2021					
Approved by: doc. Ing. Mária Tajtáková, PhD.					

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: PM501	Course name: Project management and Priotitization
Type, scope and method of educational activities: 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	
Number of credits: The student will receive the course 5 credits.	
Recommended trimester: 7.-8. trimester	
Degree: 2nd level	
Prerequisites:	
Course requirements: Participation, Case studies / plus evaluation /. Project proposal. Project and Presentation of the project. Midterm exam. Final exam.	
Learning outcomes: 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.	
Brief course content: 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	
Recommended literature: PMI, A guide to the project management body of knowledge: (PMBOK® Guide) , 5 ed. 2013 (Available online in CU databases (EBSCO E-books))	
Planned learning activities: 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%).

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.

Vysoká škola: <i>Vysoká škola manažmentu</i>	
Fakulta: <i>centrálne pracovisko, Bratislava</i>	
Kód predmetu: PM507s	Názov predmetu: Inovačný manažment
Druh, rozsah a metóda vzdelávacích činností: <i>5 hodín týždenne, celkovo 50 hodín za trimesť, prezenčne: 2,5 h prednášok/2,5 h cvičení, Metóda, ktorou sa vzdelávacia činnosť uskutočňuje: prezenčná, dištančná, kombinovaná</i>	
Počet kreditov: 5	
Odporúčaný semester/trimester štúdia: <i>2. trimester</i>	
Stupeň štúdia: <i>2. stupeň</i>	
Podmieňujúce predmety:	
Podmienky na absolvovanie predmetu: Prípadové problémy Seminárna práca PpT. ku SP Zhodnotenie ppt. spolužiaka. Záverečná skúška	
Výsledky vzdelávania: Predmet oboznámi študentov s aktuálnymi teóriami inovácií a praxou inovačnej stratégie firiem, pomôže dosiahnuť hlbšie pochopenie vzťahu medzi úspešným podnikaním a manažmentom inovácií. Študenti budú schopní porovnávať rozličné metódy merania inovačnej výkonnosti (osobitne v rámci EÚ). Pochopia, aké faktory v súčasnosti ovplyvňujú komerčný úspech inovácií a ako môže politika štátu prispieť k stimulovaniu inovačnej aktivity. Na praktických príkladoch zvolených krajín a firiem budú analyzovať faktory vedúce k zvýšeniu efektívnosti inovačného procesu. Osobitná pozornosť bude pritom venovaná riadeniu inovačných aktivít v malých a stredných podnikoch, ako aj rôznym typom inovácií a ľudským zdrojom potrebným pre vznik a úspešnú implementáciu inovácií.	
Stručná osnova predmetu: Študenti budú dôkladne analyzovať nasledovné predmetné okruhy: <ul style="list-style-type: none">• Prostredie pre inovácie a jeho faktory, hodnotenie inovačnej výkonnosti krajín• Vzťah podnikania a inovácií, teoretické vymedzenie inovácií• Inovačné modely a inovačné metódy, vzťah medzi znalostným manažmentom a manažmentom inovácií, inovácie a internacionalizácia• Otvorené inovácie a ich riadenie• Riadenie inovačných aktivít v SR, stimulácia inovačnej aktivity zo strany štátu;• Hlavné tendencie v inovačnej stratégii firiem v súčasných podmienkach• Inovačná aktivita malých a stredných podnikov – problémy a praktické skúsenosti• Inovácie produktov, služieb, trhov, marketingové inovácie• Technologické a procesné inovácie, inovácie podnikateľských modelov a systémov, manažérske a organizačné inovácie• Ľudský faktor v inováciách, jeho kreativita a problémy riadenia• Spoločnosť, vláda a inovácie (prečo Slovensko zaostáva v inovačnej aktivite)	
Odporúčaná literatúra: KNOŠKOVÁ, Ľubica (2015) Riadenie inovačných procesov. Ekonóm Bratislava (Lit.1) 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). <i>Inovace : vaše konkurenční výhoda!</i> Brno Computer Press	
Plánované vzdelávacie aktivity: prednáška+ seminár+ individuálna práca na projekte, tímová práca pri vypracovaní prípadových problémov+ záverečná skúška (50 hodín priamy kontakt+ 75 hodín nepriamy kontakt (štúdium literatúry, príprava prípadových štúdií, práca na projekte, príprava na záverečný test)	

Metódy a kritériá hodnotenia: Prípadové problémy (6x6%). Seminárna práca (14 %). PPT. ku SP(9 %). Zhodnotenie ppt. spolužiaka 3%. Záverečná skúška (38 %). Podmienkou je dosiahnuť min. 50 % zo záverečného testu.					
Jazyk, ktorého znalosť je potrebná na absolvovanie predmetu: <i>slovenský jazyk</i>					
Poznámky: Kapacita predmetu je obmedzená na 30 študentov					
Hodnotenie:					
A	B	C	D	E	FX
154	88	40	18	4	8
49,84%	27,94%	12,70%	5,71%	1,27%	2,54%
Vyučujúci: PhDr. Ing. Zuzana Ondrejová, PhD.					
Dátum poslednej zmeny: 30.3.2021					
Schválil: doc. Ing. Mária Tajtáková, PhD.					

Vysoká škola: Vysoká škola manažmentu	
Fakulta: centrálné pracovisko, Bratislava	
Kód predmetu: PM 511s	Názov predmetu: TQM/Komplexné riadenie kvality
Druh, rozsah a metóda vzdelávacích činností: 5 hodín týždenne, celkovo 50 hodín za trimester, 2,5 h prednášok/2,5 h cvičení, Metóda, ktorou sa vzdelávacia činnosť uskutočňuje: prezenčná, dištančná, kombinovaná	
Počet kreditov: 5	
Odporúčaný semester/trimester štúdia: 4.trimester	
Stupeň štúdia: 2. stupeň	
Podmieňujúce predmety: MC 509s - Organizácia a riadenie, MC 506s -Kvantitatívne metódy pre manažérov	
Podmienky na absolvovanie predmetu: Participácia (získanie vstupných informácií, diskusia, úlohy) 20 % z výslednej známky, praktické zadanie I. a jeho obhajoba (26 % z výslednej známky), praktické zadanie II. a jeho obhajoba (26 % výslednej známky), záverečná skúška (28 % z výslednej známky)	
Výsledky vzdelávania: Študent by mal vedieť základné informácie o podstate manažérstva kvality a komplexného manažérstva kvality a ich modeloch, uplatňovať vybrané nástroje zlepšovania kvality, porozumieť spôsobu preverovania úrovne výnimočnosti organizácie a schopný zdokumentovať procesy.	
Stručná osnova predmetu: <ul style="list-style-type: none"> • Kvalita, súvisiace pojmy a vzťahy. • Prístupy k manažérstvu kvality, procesný model systému manažérstva kvality. • Metódy a nástroje zlepšovania kvality. • Procesné manažérstvo. • Prístupy ku komplexnému manažérstvu kvality – TQM. 	

- Modely TQM, charakteristika, kategórie, kritériá .
- EFQM model výnimočnosti, model CAF.
- Spôsoby hodnotenia efektívnosti riadenia organizácie – samohodnotenie.

Odporúčaná literatúra:

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.

Plánované vzdelávacie aktivity: prednášky, diskusie, prezentácia a obhajoba praktických zadaní, záverečná skúška.

1 kredit je 25 hodín, t.j. 125 hodín za predmet, z toho priamy kontakt je 50 hodín (prednášky + semináre + prezentácie), nepriamy kontakt je 75 hodín - štúdium literatúry, vypracovanie zadaní. + práca na projekte + príprava na záverečnú skúšku.

Metódy a kritériá hodnotenia:

Participácia (získanie vstupných informácií, diskusie, úlohy) 20 % z výslednej známky, praktické zadanie I. a jeho obhajoba (26 % z výslednej známky), praktické zadanie II. a jeho obhajoba (26 % výslednej známky), záverečná skúška (28 % z výslednej známky)

Jazyk, ktorého znalosť je potrebná na absolvovanie predmetu: slovenský jazyk

Poznámky: Kapacita predmetu je obmedzená na 30 študentov

Hodnotenie predmetov

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

Vyučujúci: Ing. Mgr. Jana Urdziková, PhD., prof. Ing. Edita Hekelová, PhD.

Dátum poslednej zmeny: 30.3.2021

Schválil: doc. Ing. Mária Tajtáková, PhD.