

Course list:

AC215 Fundamentals of Accounting
BC303 Statistics
BC306 Business Ethics
BSM404 International Business
BUS 424 Fundamentals of Artificial Intelligence (AI)
BUS 426 Business Analytics for Decision Making
BUS304 Organizational Behavior and Leadership
BUS310 Business Communications
BUS315 Financial Accounting
BUS317 Finance
BUS320 Technology and Operations Management
BUS330 Economic Analysis for Business Decisions
BUS430 Marketing and Competitive Analysis
BUS466 Entrepreneurship and Small Business Management
BUS495 Strategic Management
CO210 Oral communication for managers
CS201 Information Technologies for Managers
ENG102 English Composition
HR405 Strategic Management of Human Resources
INT301 International relations
INT305 EU influence on management of enterprises
MATH110 Introduction to Statistics
MATH138 College Algebra
MG201 Introductions to Functions of Management
MK388 Global Marketing
MK390 Advertising and Sales Promotion
PM401 Introduction to Project Management
SCI215 Environmental Science
SSC220 Principles of Microeconomics
SSC221 Principles of Macroeconomics

College: Vysoká škola manažmentu					
Faculty: central workplace, Bratislava					
Course code: AC215			Course name: Fundamentals of 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: 5 ECTS credits					
Recommended trimester: 1.-3. trimester					
Degree: 1st level					
Prerequisites: none					
Course requirements: Activity 5%, short quizzes together 30%, midterm exam 25%, final exam 40%. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn grade B at least 70 points, in order to earn grade C at least 65 points, in order to earn grade D at least 60 points and in order to earn grade E at least 55 points.					
Learning outcomes: Students will learn about the accounting cycle, the measuring process and the classification of data, and the accounting terminology that is essential to the preparation and effective use of financial principles that apply to statements. This course introduces basic accounting concepts and techniques; fundamentals of the accounting process and preparation of basic financial statements; accounting principles involved in the measurement and reporting of assets and liabilities; elements of consolidated statements and statement of cash flows; and using and interpreting financial statements for decision-making					
Brief course content:					
<ul style="list-style-type: none"> · Apply time value of money concepts to value accounts · Evaluate the objectives of financial accounting · Prepare and analyze the four basic financial statements · Demonstrate understanding of accounting regulations. · Compare and contrast types of business entities and their financial reporting needs · Research, evaluate and disseminate high quality financial information · Evaluate the impact of financial information from a domestic and global perspective · Demonstrate effective collaboration skills 					
Recommended literature:					
WEYGANDT et al. (2010) <i>Financial Accounting</i> . John Wiley&Sons					
Planned learning activities: lecture, discussion, examples, paper. 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 paper + preparation for the midterm and final exam, etc.)					
Assessment methods and criteria: During the trimester, there will be implemented following assignments: Activity 5%, short quizzes together 30%, midterm exam 25%, final exam 40%.					
Language, knowledge of which is necessary to complete the course: English language					
Notes:					
Evaluation:					
A	B	C	D	E	FX
102	55	34	10	0	12
47,89%	25,82%	15,96%	4,69%	0%	5,63%
Teacher: Branislav Bernadič, PhD., MBA, Martina Kročítá, MBA					
Date of last change: February 2024					
Approved by: doc. Ing. Mária Tajtáková, PhD.					

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BC303	Course name: Statistics
Type, scope, and method of educational activities: 5 hours per week, 50 hours per trimester, full-time: 2.5 hours lectures / 2.5 hours exercises. The method by which the educational activity is carried out: full-time, distance, combined	
Number of credits: 5 ECTS credits	
Recommended trimester: 5.-9. trimester	
Degree: 1st level	
Prerequisites: MTH 110 Introduction to Statistics	
Course requirements: During the trimester, homework and active participation assignments will be performed, for a total of 35%, a midterm exam for 30%, and a final exam for 35%. It is necessary for 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 66.25% to obtain a D rating and at least 57.50% to obtain a E rating.	
Learning outcomes: After completing this course, students will be able to critically evaluate the possibilities of data obtaining, plan a statistical survey, carry out data collection, apply statistical techniques to analyze the obtained data, and summarize and present the results of statistical analysis	
Brief course content: <ul style="list-style-type: none"> • Descriptive and inferential statistics • Measures of location and variability • Elements of theory of probability • Point and interval estimation • Hypotheses testing • Regression and correlation analysis 	
Recommended literature: 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. ANDERSON, D. R., SWEENEY, D. J., WILLIAMS, T. A., CAMM, J. D., COCHRAN, J. J., FRY, M. J., OHLMANN, J. W. (2020): <i>Statistics for Business and Economics. 14th edition</i> . Boston: Cengage Learning, Inc. PALENČÁROVÁ, J., KROČITÝ, P. (2015). <i>Akademická príručka na tvorbu odborných textov [online]. 3. vydanie</i> . Trenčín : Vysoká škola manažmentu. Available at: https://www.vsm.sk/files/sh/prirucka_2016.pdf	
Planned learning activities: lecture, seminar, discussion, case study work, number of completed hours in direct and indirect contact, with 1 credit is 25 hours, i.e. 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + discussions), 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: During the trimester, homework and active participation assignments will be performed, for a total of 35%, a preliminary exam for 30%, and a final exam for 35%.	
Language, knowledge of which is necessary to complete the course: English language	
Notes:	

Evaluation:

A	B	C	D	E	FX
40	88	154	8	4	18
12,70%	27,94%	49,84%	2,54%	1,27%	5,71%
Teacher: Johan Winbladh, PhD., MsC, Mgr. Monika Schmidtová					
Date of last change: February 2024					
Approved: doc. Ing. Mária Tajtáková, PhD.					

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BC306	Course name: Business Ethics
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: 5 ECTS credits	
Recommended trimester: 4.-6. trimester	
Degree: 1st level	
Prerequisites: none	
Course requirements: During the trimester, the students will submit a seminar paper for 20% and its presentation for 10 %. The students will take a midterm exam for 20 % and final exam for 35 %. In addition, active participation in lessons / discussions will be evaluated by 15 %. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn grade B at least 70 points, in order to earn grade C at least 65 points, in order to earn grade D at least 60 points and in order to earn grade E at least 55 points.	
Learning outcomes: Students will learn basic terminology related to ethics, morality, and applied ethics. The course deals with the meaning of ethics in various business areas. It defines stakeholder groups and their relationships, as well as the role of the manager in creating an ethical image of a company. It discusses various ethical dilemmas, solutions to real ethical issues in business and consequences of unethical conduct in organizations.	
Brief course content: <ul style="list-style-type: none"> • Fundamental ethical terminology and its application; • Description of various ethical theories and their impact on human behavior; • Definition of ethical issues; proposal of solutions; • Ethical dimensions of team-leading; fair and responsible use of power; • Various forms of work relationships in the economy of global capitalism; • Defining own moral values and their relationship to workplace requirements; • Contribution to designing of an ethical code of a business entity; • Ethics in services, accounting, banking, and product promotion; • Various forms of corruption and ways to suppress it. 	
Recommended literature: TREVINO, L.K., NELSON, K. A. 2017. <i>Managing Business Ethics – Straight Talk about How to Do It Right</i> . 7th ed. John Wiley & Sons.	
Planned learning activities: lectures, discussion, case studies, research paper, presentation. The number of completed hours in direct and indirect contact, with 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, elaboration of assignments, work on the paper, preparation for the midterm and final exam, etc.)	
Assessment methods and criteria: The students will submit 2 short case studies worth 10% each and a case study/research paper worth 30 %. The presentation is worth 10 %. The students will take the final exam for 20 %. Discussion/participation is worth 20%.	
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: Mgr. Valéria Medárová, PhD., MBA					
Date of last change: February 2024					
Approved: doc. Ing. Mária Tajtáková, PhD.					

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BSM404	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: 5 ECTS credits	
Recommended trimester: 8. trimester	
Degree: 1st level	
Prerequisites: SSC 221 Macroeconomics, MG201 Introduction to Management	
Course requirements: During trimester there will be delivered presentation of a research paper – group project for 15 points, active participation at discussions for 10 points, research paper for 20 points, midterm exam for 25 points and final exam for 30 points. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn grade B at least 70 points, in order to earn grade C at least 65 points, in order to earn grade D at least 60 points and in order to earn grade E at least 55 points.	
Learning outcomes: Upon successful completion of the subject the student will be able to define motives, forcing enterprises to globalize their operations and define rules guiding this process. Subject involves also analysis of economic, legal, social and cultural environments of entrepreneurship in America, Asia, Eastern and Western Europe, structure and strategies of international business, strategic alliances, settlement of commercial disputes, legal norms regulating import and export operations, factors influencing effective usage of labour in international scale and work with strategies enabling internationalization of companies.	
Brief course content: <ul style="list-style-type: none"> • description of factors leading to the growth of international business including globalisation of markets and production, • analysis of functions and forms of international monetary and legal system, • analysis of international business influence on companies operating in various political and economic systems of various countries, • description of main changes in tasks and factors of international business influencing growth of main trading areas, • classification of countries in the process of change and development of developing economies, • explanation of differences at international business management in comparison with national trade, • identification of barriers to trade in foreign market and main technological changes and strategies in international business, which enabled its growth and their impact on individual enterprises of different size, • explanation of influence of economic theories on international trade, • influence of foreign direct investments on economy of individual states, • definition of various economic structures in the area of international business their advantages and disadvantages, • identification of strategies serving internationalization of companies. 	
Recommended literature: BALÁŽ, P. a kol., 2020. <i>Medzinárodné podnikanie. Bratislava: Sprint dva, 2020.</i> ISBN: 9788089710515 MARTIŠKOVÁ, M., 2022. <i>Medzinárodný obchod: Zbierka.</i> ISBN 978-80-89306-62-6.	

PALENČÁROVÁ, J., KROČITÝ, P. (2015): Akademická príručka na tvorbu odborných textov [online]. 3. vydanie. Trenčín : Vysoká škola manažmentu. Dostupné na: <https://www.vsm.sk/svk/studenti/akademicka-etika-znovuprijatie/pravidla-postupy/> .
Hill, W.L. 2023. International business: competing in the global marketplace. 14th ed. Boston: McGraw-Hill/Irwin, 2007. 740 p. ISBN 071109129.

Planned learning activities: lecture, discussion, counting examples, paper. 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 paper + preparation for the midterm and final exam, etc.)

Assessment methods and criteria: During trimester there will be delivered presentation of a research paper – group project for 15 points, active participation at discussions for 10 points, research paper for 20 points, midterm exam for 25 points and final exam for 30 points.

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: Mgr. Mariana Martišková, PhD., Johan Winbladh, PhD., MsC

Date of last change: February 2024

College: Vysoká škola manažmentu					
Faculty: central workplace, Bratislava					
Course code: BUS304			Course name: Organizational Behavior and 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: 5 ECTS credits					
Recommended trimester: 7.-9. trimester					
Degree: 1st level					
Prerequisites: MG201 Introduction to functions of management					
Course requirements: case studies 20%, research paper 25%, presentation 25%, and final exam 30%. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn grade B at least 70 points, in order to earn grade C at least 65 points, in order to earn grade D at least 60 points and in order to earn grade E at least 55 points.					
Learning outcomes: This class is designed to cultivate students' understanding of organizational effectiveness by equipping them with knowledge areas and skills that help to assess, analyze, and increase the degree of congruence between a company's internal and external components. Students will learn about a wide range of organizational development methods, tools, and techniques that professionals utilize to improve a company's effectiveness.					
Brief course content:					
<ul style="list-style-type: none"> • Organizational effectiveness and development • Frameworks for diagnosing organizations • Foundations of organizational change • Entry and contracting • Data collection • Diagnosis and feedback • Organizational development interventions • Sustaining change, evaluating, and ending an engagement • Global issues in organization development 					
Recommended literature:					
Nelson, D.L. & Quick, J.C.(2018) <i>Organizational Behavior: Foundations, Realities, and Challenges</i> . South-Western					
Planned learning activities: lecture, discussion, examples. 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 examples+ preparation for the midterm and final exam, etc.)					
Assessment methods and criteria: During the trimester, there will be implemented following assignments: case studies 20%, research paper 25%, presentation 25%, and final exam 30%.					
Language, knowledge of which is necessary to complete the course: English language					
Notes:					
Evaluation:					
A	B	C	D	E	FX
102	55	34	10	0	12
47,89%	25,82%	15,96%	4,69%	0%	5,63%

Teacher: PhDr. Mária Olejárová, PhD., MBA

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BUS310	Course name: Business Communications
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: 5 ECTS credits	
Degree: 1st level	
<p>Learning outcomes: In this course, learners:</p> <ul style="list-style-type: none"> Develop a map of the company's political terrain to inform decisions related to forming and guiding collective behaviors including coalitions. Demonstrate the ability to participate effectively in interpersonal communication and small group decision-making. Develop a customized resume and cover letter. Select communication technology appropriately and effectively to create value for the company. Influence the audience using professional presentations. Demonstrate competency in the fundamentals of business writing, reporting, and research. 	
<p>Brief course content:</p> <p>This course introduces the notion of communication as an element that stimulates decisions and/or behaviors within an organizational context. Emphasis is placed on how managers can guide individual and team behavior toward fulfilling tactical and strategic objectives by engineering communication networks within the company's social systems. This translates into identifying opportunities for establishing or breaking connections between team members or units. Key topics that will help students gain theoretical and practical knowledge and skills include communication theories, verbal and nonverbal communication strategies, cover letters, resumes, interviews, cultural diversity, cross-cultural communication, interpersonal communication and development of coalitions, business and professional writing and presentations, and the influence of technology such as artificial intelligence on business communication.</p>	
<p>Planned learning activities: lecture, discussion, examples, paper. 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 paper + preparation for the midterm and final exam, etc.)</p>	
<p>Assessment methods and criteria: During the trimester, there will be implemented following assignments: Assignments and activity 30%, Resume and Cover letter 20%, Case Study 30%, Research Presentation 20%.</p>	
Language, knowledge of which is necessary to complete the course: English language	

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BUS315	Course name: Financial 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: 5 ECTS credits	
Degree: 1st level	
<p>Learning outcomes: In this course, learners: Apply time value of money (TVM) analytical techniques. Discuss the effect of regulations such as GAAP, IFRS, SAS, etc. on financial information. Analyze the effect that business transactions have on the four basic financial statements. Perform financial statement analysis including trends and comparison to industry to draw reasonable conclusions about an organization. Apply accounting information as a key input into data analysis for business decision making. Compare and contrast the roles and responsibilities of management and the external auditor in developing and examining financial statements.</p>	
<p>Brief course content: This course provides the knowledge and skills necessary for the student to comprehend financial statements and financial records and to make use of the information for management and investment decisions. Key topics include an overview of financial statements and business decisions, the balance sheet, the income statement, the cash flow statement, sales revenue, receivables, cost of goods sold and inventory, long-lived assets and depreciation, current and long-term liabilities, owner's equity, investments in other corporations, an introduction to financial statement analysis and international issues dealing with financial statements.</p>	
<p>Planned learning activities: lecture, discussion, examples, paper. 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 paper + preparation for the midterm and final exam, etc.)</p>	
<p>Assessment methods and criteria: During the trimester, there will be implemented following assignments: Exercises 15%, Quizdes 15%, Activities, assignments 20%, Finnacle Statement Analysis 25%, Final exam 25%.</p>	

College: <i>Vysoká škola manažmentu</i>	
Faculty: <i>central workplace, Bratislava</i>	
Course code: BUS317	Course name: <i>Finance</i>
Type, scope and method of educational activities: <i>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</i>	
Number of credits: 5 ECTS credits	
Recommended trimester: <i>7. trimester</i>	
Degree: <i>1st level</i>	
Prerequisites: <i>BC 303 Statistics, BSC 401 Financial accounting</i>	
Course requirements: <i>During the trimester, there will be a discussion of problems, solving examples, preparing a case study, a midterm exam for 24 and a final exam for 30 points, while to obtain an A rating it is necessary to obtain at least 75 points, to obtain a B rating at least 70 points, to evaluate C at least 65 points, for a D rating at least 60 points and for an E rating at least 55 points.</i>	
Learning outcomes: <i>After completing the course the student will be able to explain the purpose, goals and importance of corporate finance, explain the basic objectives of short-term financing and list the main sources of short-term financing, use decision theory in capital budgeting and time value techniques for budget decision-making affecting several financial periods, describe the process and participants in private and public capital raising, calculate costs related to private and public raising of capital, explain the interrelationships between concepts such as cost of capital, net present value and internal rate of return, explain the role of capital markets in long-term financing and economics, describe the basics of financing decision-making through long-term loans and leasing, including bond yields and prices, bond ratings, bond issues compliance with financing through ordinary and preference shares, including shareholder rights and privileges, the value of rights and options to purchase shares and the nature and purpose of preference shares, improve the company's working capital position through cash flow and current asset management and use financial management theories and techniques in international business environment.</i>	
Brief course content: <ul style="list-style-type: none"> • basic principles of corporate finance, • financial statements, • financial analysis, • financial planning, • time value of money, • raising equity from external sources, • raising equity from internal sources, • raising capital from external sources, • cost of capital, • investment projects, • financial investments of the company, • financing of the company's current assets. 	
Recommended literature: <p>JORDAN, B. D., WESTERFIELD, R. W., ROSS, S. A. 2023. <i>Corporate Finance Essentials</i>. New York, NY: McGraw-Hill Irwin. ISBN 978-12-64101-57-3</p> <p>MAŤOVČÍKOVÁ, D. 2020. <i>Podnikové financie. Zbierka riešených a neriešených príkladov</i>. Prešov: Bookman s.r.o. 79s. ISBN 978-80-8165-408-4</p>	

Planned learning activities: *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 + discussions), 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 (16%). Elaboration of examples (16%). Case study (14%). Midterm exam (24%). 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: *Ing. Daniela Maťovčíková, PhD., Branislav Bernadič, MBA, PhD.*

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BUS320	Course name: Technology and Operations 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: 5 ECTS credits	
Recommended trimester: 7.-9. trimester	
Degree: 1st level	
Prerequisites: MG201 Introduction to functions of management, BSC401 Interpretation of financial statements, BSC402 Financing organizations	
Course requirements: Participation 10%, case study 15%, group project 20%, midterm exam 20%, and final exam 35%. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn grade B at least 70 points, in order to earn grade C at least 65 points, in order to earn grade D at least 60 points and in order to earn grade E at least 55 points.	
<p>Learning outcomes: In this course, learners will:</p> <ul style="list-style-type: none"> · Describe the relationship between customers, corporate management and value creation; · Assess the importance of design quality through measurement and improvement techniques; · Forecast demand and translate that demand estimate into production orders; · Describe the elements of a master plan for capacity and facility planning; · Integrate aspects of materials purchasing and supplier relationships into operations planning; · Develop schedule and cost estimates for a large production project in a corporate environment from production orders; · Create estimates of economic profit based on costs and sales data from example cases of product and service production environments. 	
<p>Brief course content:</p> <p>Operations as a Business Core Competency;</p> <ul style="list-style-type: none"> · Managing Resources; · Economic Value; · Decision Tree Analysis; · Determining Value; · Creating Value; · Product and Service Life Cycles; · Process Design and Improvement; · Production Technology; · Determining and Managing Costs; · Creating Quality; · Measuring Quality; · Project Management; · Supply Chain Management; Forecasting Demand; Inventory Management; MRP; · Transportation; JIT Systems; Capacity Management; · Global Performance Measurement; · Facility Location and Layout; · Workforce Management 	
<p>Recommended literature:</p> <p>Study materials are provided in a digital form directly in the BrightSpace</p>	
<p>Planned learning activities: lecture, discussion, examples. The 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 examples+ preparation for the midterm and final exam, etc.)</p>	

Assessment methods and criteria: During the trimester, there will be implemented following assignments: Participation 10%, case study 15%, group project 20%, midterm exam 20%, and final exam 35%.

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

Notes:

Evaluation:

A	B	C	D	E	FX
102	55	34	10	0	12
47,89%	25,82%	15,96%	4,69%	0%	5,63%

Teacher: Johan Winbladh, PhD., MSc

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BUS330	Course name: Economic Analysis for Business Decisions
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: 5 ECTS credits	
Degree: 1st level	
<p>Learning outcomes: In this course, learners: Discuss the effects of business cycles on the economy, market, and enterprises. Extend consumer behavior theory to “intertemporal decisions” (i.e. decisions that involve a trade-off between the present and the future). Explain how consumers make choices based on given restraints, such as income and the prices of goods and services. Interpret the effects of economic forces on the enterprise performance. Determine economies of scale including firm interactions in a competitive market in the short-run and the long-run. Explain how the market structure can affect the nature of competition and pricing. Consider the risk in economic decision-making.</p>	
<p>Brief course content: This course applies microeconomics and macroeconomics theories to real world scenarios. The primary objective of the course is to teach students how to utilize analytical tools that help to gain an in-depth understanding of the business environment; make sense of the strategic interactions of enterprises; and facilitate effective economic decision making. The concepts familiarize students with the market structure, dynamics, and behaviors including how producers and consumers interact with one another and shape market behaviors. Key topics include consumer theory, intertemporal decisions, market structure, decisions under risk, externalities and market failures, economic forces, and business cycles. Upon completion of this course students will possess sufficient knowledge and skills to make proper judgements regarding the likely consequences of various economic events.</p>	
<p>Planned learning activities: lecture, discussion, examples, paper. The 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 paper + preparation for the midterm and final exam, etc.)</p>	
<p>Assessment methods and criteria: During the trimester, there will be implemented following assignments: Assignments and activity 20%, Quizzes 30%, Midterm exam 25%, Final Case Study 25%.</p>	
Language, knowledge of which is necessary to complete the course: English language	

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BUS424	Course name: Fundamentals of Artificial Intelligence (AI)
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: 5 ECTS credits	
Recommended trimester: 4.-6. trimester	
Degree: 1st level	
Prerequisites: CS201 IT for managers	
Course requirements: Students will be asked to submit Influence of Technology Paper for 15%, IS Design Project for 25%, Project Presentation for 10%, plus, they will be asked to take the Midterm test for 20% and Final Exam for 30%. 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 66.25% to obtain a D rating and at least 57.50% to obtain a E rating.	
Learning outcomes: This course is designed to introduce students to contemporary information systems, their taxonomies and applications (ERP, CRM, SCM, business intelligence, knowledge management, IS security, designing and managing IS solutions...) as well as demonstration of how these systems are designed, implemented, used and managed throughout organizations. The focus of this course will be on the key components of information systems - people, software, hardware, data, and communication technologies, and how these components can be integrated and managed to create competitive advantage. Through the knowledge of how IS provides a competitive advantage students will gain an understanding of how information is used.	
Brief course content: <ul style="list-style-type: none"> • Definition of Information systems; • Enterprise Information systems, their types and taxonomies (CRM, SCM, KMS, EAI, MIS, DSS, EIS); • Ethical Practices and Responsibilities related to Enterprise Information Systems; • Understanding the role of Enterprise Resource Planning Systems in organizations; • Business Intelligence and managing information resources in business; • Pros and cons of using information and communication technology; • Information systems security; • Systems development life cycle; • Globalization in the field of information systems. 	
Recommended literature: BALTZAN, P. (2019). Information Systems (5th ed.). New York, NY: McGraw Hill Irwin. Study materials are provided in digital form directly in the Brightspace.	
Planned learning activities: 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 + discussions), 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: Students will be asked to submit Influence of Technology Paper for 15%, IS Design Project for 25%, Project Presentation for 10%, plus, they will be asked to take the Midterm test for 20% and Final Exam for 30%.	
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: Martina Česalová, PhD., MSCS					
Date of last change: February 2024					
Approved: doc. Ing. Mária Tajtáková, PhD.					

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BUS426	Course name: Business Analytics for Decision Making
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: 5 ECTS credits	
Degree: 1st level	
<p>Learning outcomes: In this course, learners: Critically analyze the quality of data analysis results as they relate to business opportunities. Clarify the current state of an organization through descriptive analytics. Apply data analytic tools including regression, classification, optimization, and clustering. Identify useful data sources that can inform and support innovative management decisions. Formulate and communicate business recommendations that are supported by data analysis and that incorporate common visualization methods.</p>	
<p>Brief course content: Today's business professionals need to be skilled in the acquisition and analysis of relevant data sets that can be utilized to drive business strategy. An emphasis is placed on the process of gathering, analyzing, and presenting data in a way that can drive strategic decision-making in modern organizations. This course examines current trends in transactional and dynamic data generation and draws upon quantitative tools to make sense of the data for market and managerial purposes. Students will learn to use common analysis methods to summarize and interpret results for the benefit of internal and external consumers.</p>	
<p>Planned learning activities: lecture, discussion, examples, paper. 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 paper + preparation for the midterm and final exam, etc.)</p>	
<p>Assessment methods and criteria: During the trimester, there will be implemented following assignments: Assignments and activities 30%, Weekly Assignments 45%, Final Project 25%.</p>	
Language, knowledge of which is necessary to complete the course: English language	

College: <i>The School of Management</i>	
Faculty: <i>central workplace, Bratislava</i>	
Course code: <i>BUS430</i>	Course name: <i>Marketing and Competitive Analysis</i>
Type, scope and method of educational activities: <i>5 hours per week, a total of 50 hours per trimester, full-time: 2.5 hours of lectures / 2.5 hours of exercises, Method by which the educational activity is carried out: full-time, distance, combined</i>	
Number of credits: <i>5 ECTS credits</i>	
Recommended trimester: <i>The recommended trimester for the enrollment is 1st-6th trimester of the study</i>	
Degree of study: <i>1st degree</i>	
Prerequisites: <i>None</i>	
Course requirements: <i>In full-time form: Active participation in seminars and in-class assignments (35%), case study (20%), test (15%), marketing plan (30%). The total grade must be higher than 57.5%. In the distance form: Active contribution to online forums and homework (35%), case study (20%), test (15%), marketing plan (30%) The total grade must be higher than 57.5%.</i>	
Learning outcomes: <i>The course MK 300s offers a presentation of basic marketing concepts, marketing environment, consumer behavior and markets, market research, marketing mix, new product development process, pricing and distribution strategies, communication mix, customer relations and strategic marketing planning in a changing environment. The course also introduces to interactive marketing, e-commerce, social responsibility and ethics in marketing. Students will apply the theoretical knowledge through practice oriented tasks, case studies and the elaboration of their own marketing plan. Upon successful completion of this course, students shall be able to:</i> <ul style="list-style-type: none"> • <i>Understand the role of marketing in identifying and satisfying customer needs and wants;</i> • <i>Assess and select target markets for different goods and services;</i> • <i>Identify opportunities and threats in the marketing environment;</i> • <i>Identify strengths and weaknesses of companies in the field of marketing activities;</i> • <i>Describe how primary and secondary data are used in marketing decisions;</i> • <i>Understand the use of various methods of marketing research;</i> • <i>Apply knowledge of consumer behavior in anticipating individual and family purchases;</i> • <i>Understand what e-commerce and interactive marketing are and how they create value for the customer;</i> • <i>Analyze individual elements of marketing mix;</i> • <i>Discuss factors that contribute to the success or failure of a product;</i> • <i>Apply an appropriate marketing strategy at each stage of the product life cycle;</i> • <i>Prepare a marketing plan to address a marketing problem or seize a marketing opportunity.</i> 	
Brief course content: <ul style="list-style-type: none"> • <i>Theoretical foundations of marketing</i> • <i>Marketing environment</i> • <i>Consumer behavior of individuals and organizations</i> • <i>New patterns of market exchange transactions, collaborative consumption</i> 	

- *Marketing information system and marketing research*
- *Market segmentation, targeting and positioning*
- *Product, product life cycle, market failures of new products*
- *Price in marketing, pricing methods, misleading prices*
- *Distribution, supply chain management*
- *Marketing communication, digital communication tools*
- *Marketing planning*
- *Marketing and society, ethics in marketing*

Recommended literature:

HANULÁKOVÁ, E. a kol. 2021. *Marketing. Nástroje, stratégie, ľudia a trendy*. Bratislava: Wolters Kluwer. (Dostupné ako e-kniha)

KITA, J. a kol. 2017. *Marketing*. Bratislava : Wolters Kluwer, Iura Edition.

PALENČÁROVÁ, J., KROČITÝ, P. 2015. *Akademická príručka 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 educational activities:

Various educational activities are planned within the subject, which include lectures, seminars, discussions, team tasks, tests, individual project work, etc. Number of completed hours in direct and indirect contact, while 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 test).

Evaluation methods and criteria:

In full-time form: Active participation in seminars and in-class assignments (35%), case study (20%), test (15%), development of marketing plan (30%). In the distance form: Active contribution to the online forum and homework (35%), case study (20%), test (15%), development of marketing plan (30%).

Language, the knowledge of which is necessary to pass the course: Slovak 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. Ing. Mária Tajtáková, PhD.

Date of the last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BUS466	Course name: Entrepreneurship and Small 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: 5 ECTS credits	
Degree: 1st level	
<p>Learning outcomes: In this course, learners: Apply design thinking to translate broadly defined opportunities into actionable innovation possibilities and recommendations for key stakeholders and their organizations. Utilize the Business Model Canvas to systematically reflect on a proposed business model. Examine planning from an entrepreneurial perspective. Demonstrate how to interview and communicate with potential customers in order to better understand their needs and convert observation data to insights. Develop a pitch deck to communicate a start-up's business description, value proposition, market opportunity, and revenue potential</p>	
<p>Brief course content: This course provides an introduction to entrepreneurship whether a new venture, a small business, or a new initiative in an existing company. Topics include business planning, financing, market development, operations, management, legal issues, and social responsibility as they relate to starting and running an entrepreneurial venture or small business. Topics are presented in the context of developing an overall new venture business plan where students will develop a plan for a real or imaginary business.</p>	
<p>Planned learning activities: lecture, discussion, examples, paper. 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 paper + preparation for the midterm and final exam, etc.)</p>	
<p>Assessment methods and criteria: During the trimester, there will be implemented following assignments: Assignments and activity 20%, Pitch Presentation 20%, Group Presentation 30%, Team Report 30%.</p>	
Language, knowledge of which is necessary to complete the course: English language	

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: BUS495	Course name: Strategic 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: 5 ECTS credits	
Recommended trimester: 9. trimester	
Degree: 1st level	
Prerequisites: MG201 Introduction to functions of management, BSC401 Interpretation of financial statements, BSM405 Operations management	
Course requirements: Research paper and its presentation 30%, case study with a discussion 30%, and final exam 40%. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn grade B at least 70 points, in order to earn grade C at least 65 points, in order to earn grade D at least 60 points and in order to earn grade E at least 55 points.	
<p>Learning outcomes: In this course, learners will:</p> <ul style="list-style-type: none"> · Demonstrate the capacity to think strategically about a company, its business position, and how it can gain a sustainable competitive advantage; · Conduct strategic analysis in a variety of industries and competitive situations; <ul style="list-style-type: none"> · Understand the impact of the external environment (industry and macro-environment) on executive decision-making. Also, understand the nature and strategic relevance of organizational resources, capabilities and competencies (e.g., internal environment) with regard to business strategies; · Integrate knowledge and skills across the business functional areas and exhibit the ability to lead, make decisions, and function as an effective member of the executive management; · Communicate professionally both orally and in writing, business planning, concepts, and processes; · Develop an understanding of the powers of managerial judgment, learning how to assess business risk, and provide a strong understanding of the competitive challenges of operating a business in a global economy; · Develop critical thinking and problem-solving skills for identifying business issues and making decisions for organizations in a rapidly changing domestic and global business environment; · Become more conscious of the importance of ethical principles, personal and company values, and socially responsible leadership and management practices; · Gain hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what if analysis to evaluate action alternatives, and initiating the changes necessary to keep the strategy responsive to global and emerging market conditions; <ul style="list-style-type: none"> · Integrate the knowledge gained in earlier business core courses, to show how the diverse pieces of the business puzzle fit together, and demonstrate why the different parts of a business need to be led and managed in strategic harmony for a company to operate in a competitive global economy; · Demonstrate initiative in the use of information resources, explores and implements new business practices, and actively seek new learning opportunities. 	
<p>Brief course content:</p> <p>This is a capstone course that provides the student an opportunity to integrate discrete skills gained from prior coursework in general business, accounting, marketing, management, business law, communications, operations, human relations, and information systems. Students address business finance, growth and management issues, and problems, viewing</p>	

them from multiple perspectives. The objectives of this course are to foster clarity and depth of learning for students at the culmination of their business education, and to provide a means to measure program learning outcomes. This course utilizes the case study and business simulation methods in which instruction is based on facts or problems as they present themselves to a businessperson. The business simulation requires the student to research and evaluate qualitative and quantitative information, synthesize pertinent data, analyze and define problems, reach conclusions, and present his or her findings in writing, as occurs in a business.

Recommended literature:

CAPSIM – business simulation textbook within the CAPSIM software

Planned learning activities: lecture, discussion, examples. 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 examples+ preparation for the midterm and final exam, etc.)

Assessment methods and criteria: During the trimester, there will be implemented following assignments: Research paper and its presentation 30%, case study with a discussion 30%, and final exam 40%.

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

Notes:

Evaluation:

A	B	C	D	E	FX
102	55	34	10	0	12
47,89%	25,82%	15,96%	4,69%	0%	5,63%

Teacher: Johan Winbladh, PhD., MsC

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: CO210	Course name: Oral communication for managers
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: 5 ECTS credits	
Recommended trimester: 1.-3. trimester	
Degree: 1.degree	
Prerequisites: no prerequisites	
Course requirements: Assignments that are going to be graded during the trimester: two presentations each for 25 points, PowerPoint presentation for 10 points, active participation for 10 points, and final exam for 30 points. For getting an A grade you need to gain at least 75 points, for B at least 70 points, for C at least 65 points, for D at least 60 and for E at least 55 points.	
Learning outcomes: After successful completing the course a student will gain knowledge in the field of effective communication in nowadays organizations and its application. The main focus is on interpersonal communication and its influence on the organizational models of companies. The students are going to learn the main principles of preparing and delivering effective presentations. They are going to study the main reasons for communication failures and how to avoid them.	
Brief course content: <ul style="list-style-type: none"> • Identifying the basic principles of human communication in organizations • Communication process, the flow of information in the organizations, motivational appeals • Leadership, problem-solving groups, management of handling conflicts, verbal and non-verbal communication • Preparing and delivering a public speech 	
Recommended literature: <i>KORPOVÁ, J. 2021. Základy manažérskej komunikácie 1.vydanie VŠM</i>	
Planned learning activities: 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 + discussions), 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: Assignments that are going to be graded during the trimester: two presentations each for 25 points, PowerPoint presentation for 10 points, active participation for 10 points, and final exam for 30 points.	
Language, knowledge of which is necessary to complete the course: Slovak or <i>English language</i>	
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%
Teacher: Mgr. Jaroslava Korpová					
Date of last change: February 2024					
Approved: doc. Ing. Mária Tajtáková, PhD.					

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: CS201	Course name: Information Technologies for Managers
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: 5 ECTS credits	
Recommended trimester: 1.-2. trimester	
Degree: 1st level	
Prerequisites: no	
Course requirements: Students will be asked to submit three practical assignments - MS Word, MS PowerPoint and MS Excel; the first two are worth 10% each, the last one is for 15%; research paper for 15%, plus, midterm exam for 25% and final exam for 30%, while to obtain an A rating it is necessary to obtain at least 75 points, to obtain a B rating at least 70 points, to evaluate C at least 65 points, for a D rating at least 60 points and for an E rating at least 55 points.	
Learning outcomes: This course provides an introduction to the world of information technology, including the Internet, software and hardware, telecommunications, e-commerce and database fundamentals. It examines the opportunities, challenges, and ethical questions brought by the digital age. It develops students' skills in commonly used applications, such as MS Word, MS Excel and MS PowerPoint.	
Brief course content: <ul style="list-style-type: none"> • Information systems and information technologies and their effective usage for communication, organization, and research; • Computer technology and its application in business; • The impact of advances in technologies on society, business and the individual; • Components of a computer and their interaction; • Components of computer-based Information systems (Hardware, Software and Networks); • Effective usage of computers in the field of education; • Effective utilization of MS Word, MS Excel, MS PowerPoint. 	
Recommended literature: WILLIAMS, B. K., & SAWYER, S. C. (2015). Using information technology: A practical introduction to computers and communications. 11 th ed.). Boston: McGraw-Hill. IBE, O. C. (2018). Fundamentals of data communication networks. Hoboken, NJ, USA: John Wiley & Sons, Inc. Study materials are provided in digital form directly in the Brightspace.	
Planned learning activities: 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 + discussions), 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: Students will be asked to submit three practical assignments - MS Word, MS PowerPoint and MS Excel; the first two are worth 10% each, the last one is for 15%; research paper for 15%, plus, midterm exam for 25% and final exam for 30	
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: Martina Česalová, PhD., MSCS

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: ENG102	Course name: English Composition
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: 5 ECTS credits	
Recommended trimester: 1. trimester	
Degree: 1st level	
Prerequisites: none	
Course requirements: Active participation and attendance, Portfolio (a collection of author's texts in e-form), mid-term control tests, Argumentative text (including its proposal; assessment and presentation) Minimum grade 57.5% = grade E, Grading scale 90-100% A, 82.5-89.99% B, 73.75-82.49 % C, 66.25-73.74 D, 57.5-66.24 E, 0-57.49 F.	
Learning outcomes: After successfully completing the course, students will be able to: <ol style="list-style-type: none"> 1. Understand and produce (as well as summarize and structure) the text. Identify the intent of the text. 2. Use quotations and paraphrases in the text. 3. Create a professional text using relevant sources and write them down correctly. 4. Analyze the reliability of information and the credibility of information sources and work with them. 5. To compare the attitudes and opinions of several authors from different aspects of viewing a certain topic and to express their opinion. 6. Distinguish between fact and fiction in the text; formulate hypotheses. 7. Use the basic methods of scientific research to verify hypotheses and research questions. 8. Formulate practical recommendations based on the conclusions of scientific research. 9. Identify the most common errors in reasoning and argumentation. 10. Apply the principles of critical thinking in communication (both written and oral). 	
<p>Brief course content:</p> <ul style="list-style-type: none"> • Reception and perception of the text, • Non-critical / critical / lateral thinking, facts and fictions, • Work with information sources, library and information databases • Working with information, structuring/summarizing the text, • Emotional and rational argumentation, • Argumentative scheme, persuasive and manipulation techniques in communication practice or key competences in practice. • Principles and methods of scientific research • Practical application of scientific research to managerial practice • Creation of professional text <p>Individual topics are implemented by a highly interactive teaching system in the communication framework of evocation - awareness of meaning - reflection, which provides a balanced space for knowledge and experiential aspects of the topics covered in the contours of a "brain friendly" environment.</p> <p>Non-critical/Critical/Lateral thinking. Text. Style. Genre. The fact. Fiction. Understanding the text. Intention, coherence and cohesion of the text. Bibliographic identification. Annotation. Abstract. Keywords. To read. Citation. Paraphrase. Judgment. Assumption (hypothesis). Opinion. Assessment (evaluation). Argumentation: assertion – reason – proof (so-called argumentation scheme). Persuasion. Manipulation. Key competences.</p>	
Recommended literature:	

Study materials are provided in a digital form directly in the BrightSpace					
Planned learning activities: lectures, discussions, work with text, work with resources, group work, preparation of assignments, with 1 credit is 25 hours, ie 125 hours per subject, of which direct contact is 50 hours (lectures + seminars + work with text and sources), indirect contact is 75 hours + study of literature, preparation of assignments, etc.					
Assessment methods and criteria: Active participation 30% Research paper 35% Argumentative essay 35%					
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: February 2024					
Approved by: doc. Ing. Mária Tajtáková, PhD.					

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: HR405	Course name: Strategic Management of Human Resources
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: 5 ECTS credits	
Recommended trimester: 7.-9. trimester	
Degree: 1st level	
Prerequisites: MG201 Introduction to functions of management	
Course requirements: Participation (5%). Case studies / plus evaluation / (2x8%). Seminar work (14%). Presentation of seminar work (10%). Midterm exam (25%). Final exam (30%). 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 66.25% to obtain a D rating and at least 57.50% to obtain a E rating.	
Learning outcomes: The student is able to identify the role of human resources, processes and activities that lead to the strategic formulation and implementation of human resources objectives, practices and principles that lead to short-term and long-term organizational needs and opportunities, human resources contribution to the overall effectiveness of the organization.	
Brief course content: Human Resource management and its role in the organization; <ul style="list-style-type: none"> • Job creation and analysis • Personnel planning • Recruitment; • Selection of employess • Orientation of employees • Performance management and employee evaluation • Placement and termination of positions; • Training and deveopment of employees in the organization • Appraisal and Motivation • Work relations 	
Recommended literature: SCANDURA, T., A. (2020). Essentials of Organizational Behavior: An Evidence-Based Approach. Essentials of Organizational Behavior. 2nd. ed. SAGE. Study materials are provided in a digital form directly in the BrightSpace	
Planned learning activities: lecture, practical assignments, 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 + discussions), 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%). Case studies / plus evaluation / (2x8%). Seminar work (14%). Presentation of seminar work (10%). Midterm exam (25%). Final exam (30%).	
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: PhDr. Mária Olejárová, PhD., MBA**Date of last change:** February 2024**Approved:** doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: INT301	Course name: International relations
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: 5 ECTS credits	
Recommended trimester: 4.-6. trimester	
Degree: 1st level	
Prerequisites: none	
Course requirements: During the trimester there will be implemented following assignments: group informative presentation for 15 points, two presentations of current news for 10 points, research paper for 20 points, midterm exam for 20 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 grade B at least 70 points, in order to earn grade C at least 65 points, in order to earn grade D at least 60 points and in order to earn grade E at least 55 points.	
Learning outcomes: Upon successful passing of the course, students will learn essential information about rights and duties of states owed to their own and foreign enterprises operating within their territory. Students will learn more about international economic organizations and their influence on the area of small and middle enterprises within the state. Using specific economic theories the student will be able to understand current set up of international economic relations and will be able to evaluate position of the states as well as businesses in this environment. Studying select international issues using the format of the group project will enable students to understand international issues in the economic context and last but not least the students will be able to suggest the structure and nature of foreign direct investments in the particular states.	
Brief course content: After successful passing of the course the student will be able to: <ul style="list-style-type: none"> • Monitor national interest of select states in relation to global economic transformation, • Assess role of transnational corporations in the global economy, • Evaluate influence of economic inequality on small and middle businesses, • Discuss issues preventing economic development of Third World states • Explain role and tasks of international economic organizations in the system of international relations and in relation to the management of small and middle businesses. 	
Recommended literature: Study materials are provided in a digital form directly in the BrightSpace	
Planned learning activities: lecture, discussion, examples, paper. 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 paper + preparation for the midterm and final exam, etc.)	
Assessment methods and criteria: During the trimester there will be implemented following assignments: group informative presentation for 15 points, two presentations of current news for 10 points, research paper for 20 points, midterm exam for 20 points and final exam for 25 points.	
Language, knowledge of which is necessary to complete the course: English language	

Notes:

Evaluation:

A	B	C	D	E	FX
102	55	34	10	0	12
47,89%	25,82%	15,96%	4,69%	0%	5,63%

Teacher: Mgr. Mariana Martišková, PhD.

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: INT305	Course name: EU influence on management of enterprises
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: 5 ECTS credits	
Recommended trimester: 4.-6. trimester	
Degree: 1st level	
Prerequisites: none	
Course requirements: During trimester there will be delivered presentation on a specific topic for 15 points, two news presentations for 10 points, active participation at discussions for 10 points, research paper for 20 points, midterm exam for 20 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 grade B at least 70 points, in order to earn grade C at least 65 points, in order to earn grade D at least 60 points and in order to earn grade E at least 55 points.	
Learning outcomes: Upon successful completion of the subject, the student will be able to distinguish between dominant political, social and cultural elements of EU and its institutions, understand the context of specific stages of regional economic integration within the European Economic Area, integrate management processes in the enterprises with diverse cultures with strategy formulation and implementation, elaborate project for a chosen small, or middle enterprise receiving finance from the EU structural funds. Main focus is devoted to the discussion on key topics of EU, implementation of instruments available in the Union for the present and future managers.	
Brief course content: <ul style="list-style-type: none"> • History and development of individual stages of regional integration in the EEA • Description of mutual relations between the governments and enterprises in the member states of the EU, • Social problems and related subjects in the member states of the EU, • Approaches of strategic management of enterprises within the context of united Europe, • Importance of European citizenship for entrepreneurship in the EU, • Work with the Common Customs Tariff and understanding of exercise of Common Commercial Policy, • Global influence of European Single Market, • Formulation and successful enforcement of a request of violation of consumer rights in the EU. 	
Recommended literature: MARTIŠKOVÁ, M., MAŤOVČÍKOVÁ, D. 2020 <i>Európska únia: úvod do štúdia. Zbierka aktivít, praktických cvičení, prípadových štúdií, testových otázok a textov.</i> 3.vyd. Trenčín : Vysoká škola manažmentu v Trenčíne, 2020. MARTIŠKOVÁ, M., MAŤOVČÍKOVÁ, D. 2020 <i>Vplyv Európskej únie na manažment podnikov. Učebné skriptum.</i> 1. Vyd. Trenčín : Vysoká škola manažmentu v Trenčíne, 2020. Additional up to date materials from the instructor	
Planned learning activities: lecture, discussion, examples, paper. 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 paper + preparation for the midterm and final exam, etc.)

Assessment methods and criteria: During trimester there will be delivered presentation on a specific topic for 15 points, two news presentations for 10 points, active participation at discussions for 10 points, research paper for 20 points, midterm exam for 20 points and final exam for 25 points.

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: Mgr. Mariana Martišková, PhD.

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MATH110	Course name: Introduction to Statistics
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: 5 ECTS credits	
Recommended trimester: 2-4. trimester	
Degree: 1st level	
Prerequisites: none	
<p>Course requirements: During the trimester, students take two short tests (30 points in total), a midterm exam (25 points) and a final exam (40 points). The final exam is divided into two parts, the theoretical part (20 points) and the practical part – examples/exercises (20 points). The condition for successfully passing the final exam is to obtain at least 50% of the points for the final exam. They get 5 points for their activity in class. 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 66.25% to obtain a D rating and at least 57.50% to obtain a E rating.</p>	
<p>Learning outcomes: After successfully completing the course, the student will be able to:</p> <ul style="list-style-type: none"> • define the individual steps of experimental and sample investigation; • assess the difficulties that arise in the process of experimental and selective investigation; • interpret data presented in tables and graphs; • look for an adequate representation of data with tables and graphs; • define statistical quantities; • interpret various economic and social statistics; • distinguish between correlation, causation, association and expectation; • define the components of the regression equation; • characterize the distribution of a random variable. 	
<p>Brief course content:</p> <ul style="list-style-type: none"> • Statistical investigation, stages of sample and experimental investigation. Measurement. • Statistical processing, descriptive statistics, frequency distribution and its graphic representation, frequency tables. • Descriptive statistics – measures of location and measures of variability. • Basics of probability theory. • Normal distribution, normalized normal distribution and its distribution function. • Measurement of statistical dependence, regression, correlation and causality. • Modeling statistical dependence. • Selection methods. Probability. Confidence intervals. • Interval estimation of the basis set parameter using formulas. 	
<p>Recommended literature: Study materials are provided in a digital form directly in the BrightSpace</p>	
<p>Planned learning activities: 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 + discussions), indirect contact is 75 hours preparation of assignments, homework, preparation for final and mid-term exams, recalculation of examples</p>	
<p>Assessment methods and criteria: During the trimester, students take two short tests (30 points in total), a midterm exam (25 points) and a final exam (40 points). The final exam is divided into two parts, the theoretical part (20 points) and the practical part –</p>	

examples/exercises (20 points). The condition for successfully passing the final exam is to obtain at least 50% of the points for the final exam. They get 5 points for their activity in class.

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

Notes:

Evaluation:

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

Teacher: prof. Ing. Milan Terek, PhD., Martina Kročítá, MBA

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MATH138	Course name: College Algebra
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: 5 ECTS credits	
Degree: 1st level	
Learning outcomes: Upon the successful completion of this course, you will be able to: <ol style="list-style-type: none"> 1. Identify algebraic properties and rules; 2. Solve linear and quadratic equations for unknowns; 3. Graph linear and quadratic equations; 4. Evaluate polynomial functions; 5. Evaluate exponents and radicals; 6. Solve linear systems of inequalities with two variables; 7. Solve linear programming problems. 	
Brief course content: MATH138 is an examination of definitions and concepts of College Algebra including a review of fundamental algebra concepts. Topics also include graphing, linear and quadratic equations, linear inequalities, and linear programming. Every concept includes practical everyday applications, which focus on reducing math anxiety. This course satisfies the general math requirement and is essential as preparation for mathematics, statistics, and accounting courses.	
Planned learning activities: lecture, discussion, examples, paper. 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 paper + preparation for the midterm and final exam, etc.)	
Assessment methods and criteria: During the trimester, there will be implemented following assignments: Quizzes 48%, Test 1 25%, Test 2 27%.	
Language, knowledge of which is necessary to complete the course: English language	

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: MG201	Course name: Introductions to Functions of 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: 5 ECTS credits	
Recommended trimester: 1.-3. trimester	
Degree: 1st level	
Prerequisites:	
<p>Course requirements: Participation (5%). Case studies / plus evaluation / (2x8%). Seminar work (14%). Presentation of seminar work (10%). Midterm exam (25%). Final exam (30%). 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 66.25% to obtain a D rating and at least 57.50% to obtain a E rating.</p>	
<p>Learning outcomes: Introduction to planning, organizing, coordinating, staffing, directing, budgeting, controlling, and evaluating functions of management; leadership roles and styles, and development of individual and group effectiveness; managing conflict and change; and the human aspects of management.</p> <p>In this course, learners:</p> <ul style="list-style-type: none"> · Analyze the problems and responses of management to conflict and change in the workplace · Compare and contrast the development of individuals to the development of groups · Compare and contrast the various roles and styles of leadership · List the key activities and components in the primary roles of management as they pertain to fiscal, staffing, and directional aspects · Differentiate the human and scientific variables in management 	
<p>Brief course content:</p> <p>Business Controls.</p> <ul style="list-style-type: none"> · Conflict Management; · Cultural Awareness; · Diversity; · Ethics; · Human Resource Management; · Interpersonal Communication; · Leadership Styles; · Managed Change; · Motivation; · Organizational Behavior; · Organizational Structures; · Planning · Quality Management; · Strategy; · Systems Management ; 	
<p>Recommended literature:</p> <p>Plunkett, W. R., Attner, R. F., & Allen, G. S.(2016) Management: Meeting and exceeding customer expectations. Thomson South-Western</p>	

Planned learning activities: lecture, practical assignments, 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 + discussions), 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%). Case studies / plus evaluation / (2x8%). Seminar work (14%). Presentation of seminar work (10%). Midterm exam (25%). Final exam (30%).

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: PhDr. Mária Olejárová, PhD., MBA

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: <i>The School of Management</i>	
Faculty: <i>central workplace, Bratislava</i>	
Course code: <i>MK388</i>	Course name: <i>Global Marketing</i>
Type, scope and method of educational activities: <i>5 hours per week, a total of 50 hours per trimester, full-time: 2.5 hours of lectures / 2.5 hours of exercises, Method by which the educational activity is carried out: full-time, distance, combined</i>	
Number of credits: <i>5 ECTS credits</i>	
Recommended trimester: <i>The recommended trimester for the enrollment is 5th-9th trimester of the study</i>	
Degree of study: <i>1st degree</i>	
Prerequisites: <i>MK300 – Marketing</i>	
Course requirements: <i>In full-time form: Active participation in seminars and in-class assignments (35%), case study (20%), test (15%), preparation of marketing audit before entering a foreign market (30%). The total grade must be higher than 57.5%. In the distance form: Active contribution to online forums and homework (35%), case study (20%), test (15%), preparation of marketing audit before entering a foreign market (30%). The total grade must be higher than 57.5%.</i>	
Learning outcomes: <i>The course MK 388 deals with basic principles of global marketing, i. e. marketing that crosses national borders and takes place in international or global market environment. The course focuses on the analysis of the global market environment with special regard to cultural differences between countries and their impact on marketing activities. It also deals with the specifics of consumer behavior in global markets and the differences between consumers given by their different cultural backgrounds (historical context, religion, customs, traditions, etc.), marketing mix and its modifications in the global market environment, the use of the Internet as an interactive medium for marketing in the globalized world, global vs. local brands, market entry strategies and marketing audit before entering a foreign market. Upon successful completion of this course, students shall be able to:</i> <ul style="list-style-type: none"> • <i>Appreciate the role of marketing in identifying and satisfying international customer needs and wants, and understand the behavior in the international market environment;</i> • <i>Assess factors determining the selection of foreign target markets for various goods and services;</i> • <i>Identify opportunities and threats in the international marketing environment;</i> • <i>Apply knowledge of consumer behavior and understand the cultural differences of individual markets in the global marketing environment;</i> • <i>Evaluate alternative approaches to entering and competing in global markets;</i> • <i>Discuss the factors that contribute to the success or failure of a product in international markets;</i> • <i>Understand the importance of the Internet for business in global markets;</i> • <i>Carry out a marketing audit of a company for its planned entry into foreign markets;</i> • <i>Apply an appropriate marketing strategy in a company operating in a global marketing environment.</i> 	
Brief course content: <ul style="list-style-type: none"> • <i>Introduction to international marketing, globalization</i> 	

- *Philosophy, strategy and management of the company in a foreign market*
- *International marketing environment*
- *International marketing research*
- *Selection of foreign markets, forms of entry into a foreign market*
- *The company's position on the foreign market*
- *Cultural failures in foreign markets*
- *Marketing mix of the company in foreign markets*
- *Product, price, distribution, marketing communication*
- *Standardization vs. adaptation in foreign markets*
- *Marketing audit before entering a foreign market*
- *Negotiation in global marketing*

Recommended literature:

MACHKOVÁ, H. – MACHEK, M. 2021. Mezinárodní marketing. Strategické trendy a příklady z praxe. 5. Vydanie. Grada, ISBN 978-80-271-3006-1, 208s., Dostupné na: [https://www.grada.sk/mezinarodni-marketing-\(2\)-11346/](https://www.grada.sk/mezinarodni-marketing-(2)-11346/)

PALENČÁROVÁ, J., KROČITÝ, P. 2015. *Akademická príručka 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 educational activities:

Various educational activities are planned within the subject, which include lectures, seminars, discussions, team tasks, tests, individual project work, etc. Number of completed hours in direct and indirect contact, while 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 test).

Evaluation methods and criteria:

In full-time form: Active participation in seminars and in-class assignments (35%), case study (20%), test (15%), development of marketing audit (30%). In the distance form: Active contribution to the online forum and homework (35%), case study (20%), test (15%), development of marketing audit (30%).

Language, the knowledge of which is necessary to pass the course: Slovak 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. Ing. Mária Tajtáková, PhD.

Date of the last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: <i>The School of Management</i>	
Faculty: <i>central workplace, Bratislava</i>	
Course code: <i>MK390</i>	Course name: <i>Advertisement and Sales Promotion</i>
Type, scope and method of educational activities: <i>5 hours per week, a total of 50 hours per trimester, full-time: 2.5 hours of lectures / 2.5 hours of exercises, Method by which the educational activity is carried out: full-time, distance, combined</i>	
Number of credits: <i>5 ECTS credits</i>	
Recommended trimester: <i>The recommended trimester for the enrollment is 5th-9th trimester of the study</i>	
Degree of study: <i>1st degree</i>	
Prerequisites: <i>MK300 – Marketing</i>	
Course requirements: <i>In full-time form: Active participation in seminars and in-class assignments (35%), case study (20%), test (15%), preparation of the final assignment – Communication plan (30%). The total grade must be higher than 57.5%. In the distance form: Active contribution to the online forum and solving homework, case study, test, development of a project (Communication plan). The total grade must be higher than 57.5%.</i>	
Learning outcomes: <i>The subject MK 390s deals with two basic tools of marketing communication – advertising and sales promotion, which together with other communication methods (PR, personal selling, direct marketing) form the communication mix of a company/organization. The entire complex of communication methods is also one of the four basic variables (4P) of the marketing mix - Promotion (Marketing communication). The subject characterizes advertising and sales promotion tools, points out their communication goals and different means of achieving them, target groups and media to address them, communication strategy and communication techniques, methods of creating effective advertising and sales promotion, the dilemma between creativity and efficiency, and forms and trends in marketing communication. The subject also introduces the environment of the advertising industry in practice, it is devoted to communication (advertising) agencies, professional associations, competitions in the field of advertising creativity and effectiveness, self-regulation bodies of advertising practice and advertising ethics. After successfully completing the course, the student will be able to:</i> <ul style="list-style-type: none"> • <i>Identify and characterize individual tools of the communication mix;</i> • <i>Evaluate the interactions between communication tools and marketing mix (4P)</i> • <i>Understand the communication process and evaluate the use of individual communication tools in different stages of the product life cycle;</i> • <i>Set communication goals;</i> • <i>Identify and explain the specifics of advertising and sales promotion;</i> • <i>Understand the function of communication appeals in advertising;</i> • <i>Analyze individual types of communication channels and media;</i> • <i>Understand the importance of the Internet and digital communication media;</i> • <i>Identify processes and actors in the advertising market;</i> • <i>Analyze advertising strategy and communication tactics;</i> • <i>Understand the difference between creativity and effectiveness in advertising;</i> • <i>Analyze ethical and unethical practices in advertising;</i> • <i>Design a communication plan for a specific product or service.</i> 	

Brief course content:

- *Introduction to marketing communication, communication mix*
- *The relationship between the marketing mix (4P) and the communication mix*
- *Position of advertising and sales promotion in the communication mix*
- *Communication goals, tools and methods*
- *AIDA communication model and communication appeals*
- *Traditional media, digital media and target markets*
- *Communication strategy, communication tactics, Copy platform*
- *Creativity vs. effectiveness in advertising*
- *Advertising market, communication agencies, brief*
- *Ethics in advertising*
- *Alternative marketing communication tools*
- *Communication plan*

Recommended literature:

DRÁBIK, P. 2024. *Marketingová komunikácia a digitálne média*. Ekonóm. 338s.
 VYSEKALOVÁ, J., MIKEŠ, J. 2018. *Reklama. Jak dělat reklamu*. 4. vyd. Praha: Grada Publishing. 232s. (resp. 3. vyd. rovnakého titulu z roku 2010, štruktúra publikácie je zhodná).
 PALEŇČAROVÁ, J., KROČITÝ, P. 2015. *Akademická príručka 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 educational activities:

Various educational activities are planned within the subject, which include lectures, seminars, discussions, team tasks, tests, individual project work, etc. Number of completed hours in direct and indirect contact, while 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, project, preparation for the test).

Evaluation methods and criteria:

In full-time form: Active participation in seminars and in-class assignments (35%), case study (20%), test (15%), development of communication plan (30%). In the distance form: Active contribution to the online forum and homework (35%), case study (20%), test (15%), development of communication plan (30%).

Language, the knowledge of which is necessary to pass the course: Slovak 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. Ing. Mária Tajtáková, PhD.

Date of the last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu	
Faculty: central workplace, Bratislava	
Course code: PM401	Course name: Introduction to Project 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: 5 ECTS credits	
Recommended trimester: 8. trimester	
Degree: 1st level	
Prerequisites: MG201 Introduction to Management	
<p>Course requirements: Participation, Case studies / plus evaluation / (25%). Project proposal (15%). Presentation of project (10%). Midterm exam (20%). Final exam (30%).</p> <p>In order to earn A grade it is necessary to obtain at least 75 points, in order to earn grade B at least 70 points, in order to earn grade C at least 65 points, in order to earn grade D at least 60 points and in order to earn grade E at least 55 points.</p>	
<p>Learning outcomes: Successful completion of the course provides a comprehensive view of project management methods (P), the position of projects in organizations, the importance of programs and the link between project management and strategic management. It consists of instructions for writing a project proposal. The student will get a real idea of how to prepare an application for grants for smaller businesses. They will get acquainted with the project cycle and logical framework. Based on the exercises, he will formulate the idea of P, the goal and intentions of P, will be able to build a project team and create a P evaluation plan.</p>	
<p>Brief course content:</p> <ul style="list-style-type: none"> Project, program The magic triangle of time, quality and cost The role of project management, Manager P, assistant manager, project office, project team, authority, escalation of evaluation P Quality, personality and temperament of the project manager Life cycle P, Marketing P, Image P Ethical and cultural norms Criteria for preparation P, Proposal P, Grant application Preparation of project application, Objectives and intentions Budget P, evaluation plan P, Reporting and summary P Logical framework Sustainability factors Resources for business development Most common mistakes with projects 	
<p>Recommended literature:</p> <p>Study materials are provided in a digital form directly in the BrightSpace</p>	
<p>Planned learning activities: lecture, discussion, counting examples, paper. 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 paper + preparation for the midterm and final exam, etc.)</p>	
<p>Assessment methods and criteria: Participation, Case studies / plus evaluation / (25%). Project proposal (15%). Presentation of project (10%). Midterm exam (20%). Final exam (30%).</p>	
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: Johan Winbladh, MSc., PhD.

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: <i>Vysoká škola manažmentu</i>	
Faculty: <i>central workplace, Bratislava</i>	
Course code: <i>SCI215</i>	Course name: <i>Environmental Science</i>
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: 5 ECTS credits	
Recommended trimester: 2.-3. trimester	
Degree: 1st level	
Prerequisites: <i>none</i>	
Course requirements: Active participation, ongoing tasks (20%). Case study (30%). Case study presentation (10%). Midterm exam (15%). Final exam (25%).	
Learning outcomes: Upon successful completion of this course, students will gain an overview and knowledge in the field of ecology, creation and protection of the environment, and sustainable development. Part of the study is to get to know the history, current state and visions, the content and goals of ecology and green management, to examine the application of legislative and economic instruments. Attention needs to be paid to the functions of the environment (environment) and its monitoring, to interpret the importance of environmental audit, environmental labeling of products, evaluation and assessment of environmental impacts. To get acquainted with the activities of the environmental management system according to ISO series 14000, with waste management in the Slovak Republic and in the EU countries, to get to know the relationship between companies and the environment.	
Brief course content: Introduction to ecosystems. Climate change. Population ecology. Renewable and non-renewable energy sources. Air pollution. Carbon footprint. Environmental management systems ISO 14000. Clean technologies. Water resources. Virtual water. Food resources. Solid and hazardous waste. Ecodesign. State instruments for environmental regulation. Environmental policy. Enterprise and the environment. Circular economy.	
Recommended literature: MILLER, T. G. & SPOOLMAN, S. 2018. <i>Living in the Environment</i> . 19th ed. Cengage Learning.	
Planned learning activities: lecture, discussion, case study, presentation. The number of completed hours in direct and indirect contact, with 1 credit is 25 hours, i.e. 125 hours per subject, of which 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.)	
Assessment methods and criteria: Active participation, ongoing tasks (20%). Case study (30%). Case study presentation (10%). Midterm exam (15%). Final exam (25%).	
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: Mgr. *Valéria Medárová, PhD., MBA*

Date of last change: February 2024

Approved: doc. Ing. Mária Tajtáková, PhD.

College: <i>Vysoká škola manažmentu</i>					
Faculty: <i>central workplace, Bratislava</i>					
Course code: <i>SSC220</i>			Course name: <i>Principles of Microeconomics</i>		
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: 5 ECTS credits					
Recommended trimester: <i>2.-3. trimester</i>					
Degree: 1st level					
Prerequisites: <i>none</i>					
Course requirements: During the trimester, there will be <i>Activity 5 points, quizzes 10 points, microeconomic situation 5 points, research paper 15 points, presentation 10 points, midterm 25 points, final 30 point.</i> , while to obtain an A rating it is necessary to obtain at least 75 points, to obtain a B rating at least 70 points, to evaluate C at least 65 points, for a D rating at least 60 points and for an E rating at least 55 points.					
Learning outcomes: <i>The class is about the microeconomic theory with real applications. Topics include companies, households, governments, and how these subjects make decisions about production, and the main questions what, how and for whom. The goal is to help students apply their theoretical knowledge on today's events.</i>					
Brief course content: <ul style="list-style-type: none"> • <i>demand and supply curve</i> • <i>price elasticity</i> • <i>demand, supply, marginal utility</i> • <i>actual economic problems</i> • <i>labor, land and capital</i> • <i>economic effects of income distribution</i> • <i>4 market structures: perfect competition, monopolistic competition, oligopoly, monopoly</i> • <i>market failures</i> • <i>impact of political decisions on economic decisions, regulations and antitrust laws</i> 					
Recommended literature: Study materials are provided in a digital form directly in the BrightSpace					
Planned learning activities: 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 + discussions), 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: <i>Activity 5%, quizzes 10%, microeconomic situation 5%, research paper 15%, presentation 10%, midterm 25%, final 30%.</i>					
Language, knowledge of which is necessary to complete the course: English language					
Notes:					
Evaluation:					
A	B	C	D	E	FX
183	304	376	247	222	202
11,93%	19,82%	24,51%	16,10%	14,47%	13,17%
Teacher: <i>Ing. Daniela Maťovčíková, PhD., Ing. Andrea Zacharová, PhD., MBA</i>					

Date of last change: *February 2024*

Approved: doc. Ing. Mária Tajtáková, PhD.

College: Vysoká škola manažmentu					
Faculty: central workplace, Bratislava					
Course code: SSC221			Course name: Principles of Macroeconomics		
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: 5 ECTS credits					
Recommended trimester: 1.-3. trimester					
Degree: 1st level					
Prerequisites: none					
Course requirements: Activity, quizzes 10%, thesis 15%, presentation 10%, macroeconomic schools 10%, midterm 25%, final 30%. In order to earn A grade it is necessary to obtain at least 75 points, in order to earn grade B at least 70 points, in order to earn grade C at least 65 points, in order to earn grade D at least 60 points and in order to earn grade E at least 55 points.					
Learning outcomes: The class represents an introduction into macroeconomics with its application in the real world. Topics include inflation, unemployment, poverty, deficits, taxes, interest rates, GDP, recession and international trade. The class should help to apply the theoretical knowledge on today's world events.					
Brief course content: <ul style="list-style-type: none"> • Macroeconomic equilibrium, aggregate demand and supply • Relationship between inflation and unemployment • Consumption and savings, investment decisions of companies • Function of Money and national bank tools • Monetary and fiscal politics • Multipliers • Relationship between budget and trade deficit • International trade and its influence on exchange rates, trade balance and important economic indicators • Difference between Keynes and monetarism 					
Recommended literature: Study materials are provided in a digital form directly in the BrightSpace					
Planned learning activities: lecture, discussion, examples, paper. 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 paper + preparation for the midterm and final exam, etc.)					
Assessment methods and criteria: During the trimester there will be implemented following assignments: Activity, quizzes 10%, thesis 15%, presentation 10%, macroeconomic schools 10%, midterm 25%, final 30%.					
Language, knowledge of which is necessary to complete the course: English language					
Notes:					
Evaluation:					
A	B	C	D	E	FX
102	55	34	10	0	12
47,89%	25,82%	15,96%	4,69%	0%	5,63%
Teacher: Mgr. Andrea Zacharová, PhD., M.B.A., Ing. Daniela Maťovčíková, PhD.					

Date of last change: February 2024
Approved: doc. Ing. Mária Tajtáková, PhD.