

Register

1. Anti-bribery management system.....	2
2. Auditing of management systems.....	4
3. Business Negotiations (in English).....	6
4. Diploma Seminar.....	8
5. Diploma Thesis with Defence.....	10
6. Enterprise management systems.....	12
7. Environmental, safety and health management systems.....	14
8. Financial Management.....	16
9. Financial and economic analysis of enterprise 2.....	18
10. Game Theory.....	20
11. Guidelines on social responsibility.....	22
12. Information systems for measuring and evaluating the performance of enterprise.....	24
13. Internal quality system of higher education.....	26
14. Inventive management of liquidity and debt.....	28
15. Logistics.....	30
16. Macroeconomic Development and Economic Policy in Slovakia (in cooperation with the NBS).....	32
17. Management information systems.....	34
18. Management of Innovations.....	36
19. Managerial accounting.....	38
20. Marketing strategies.....	40
21. Modeling and measuring the strategic performance of company.....	42
22. Process Management.....	44
23. Project Management.....	46
24. Quality Systems.....	48
25. Quality management system in the automotive industry.....	50
26. Risk Management.....	52
27. Statistical quality management.....	54
28. Strategic Management.....	56
29. Sustainable development.....	58

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_SMPK	Course name: Anti-bribery management system
Type, extent and method of instruction: Form of instruction: Lecture Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: Elaboration of a semester work for which the student can get the maximum 40 points b) final assessment: b1) final written test taken during the period of completion of study obligations. For the final written test, the student can get a maximum of 60 points; b2) the teacher who evaluates the final written test may take an oral exam on the day of the test, by which the student demonstrates ambiguities in the test and answers the examiner's supplementary questions.	
Learning objectives: the student: 1. can define the anti-corruption management system and its relationship to other management systems, 2. can identify the structure and processes necessary for the sustainability of the anti-corruption management system, 3. knows the requirements of the anti-corruption management system according to the ISO 37001: 2016 standard, 4. can implement ISO 37001: 2016 in the organization, 5. can ensure the functioning of the anti-corruption management system, 6. knows the methods and tools of corruption risk management, 7. is familiar with related anti-corruption legislation.	
Brief outline of the course: Defining the anti-corruption quality management system, assessing conflicts of interest, managing corruption risks, adhering to anti-corruption policy and anti-corruption management system, preventing retaliation, discrimination and disciplinary action, properly assessing the credibility of persons before employment or reassignment to medium and high risk jobs; assessment of the credibility of persons employed in medium and high risk positions, remuneration of medium and high risk employees, submission of declarations of compliance with anti-corruption policy, anti-corruption training and awareness of employees and partners, financial management activities, non-financial management activities, identification of anti-corruption management activities relations and controlled organizations, requiring anti-corruption management activities from the	

partner of the material relationship, commitment and declaration of the partner of the material relationship, termination of the relationship with the partner of the material relationship relationship, gifts, entertainment, giving and similar benefits, managing the inadequacy of anti-corruption management activities, reporting corruption, confidentiality and protecting the identity of the whistleblower, investigating and resolving corruption.

Recommended literature:

1. STN ISO 37001:2019. Systém manažerstva proti korupcii.
2. Zákon č. 300/2005 Z. z. Trestný zákon
3. TITLOVÁ, M. 2015. Korupcia. Vybrané kriminologické a trestoprávne aspekty. Bratislava: Wolters Kluwer. 258 s. ISBN 9788081682643.

Language of instruction:

slovak, english

Notes: student time load:

150 hours
combined study (P, S, K): 39 h
self-study: 51 h
draft internal regulation: 30 h
preparation of the final project: 30 h

Course assessment

The final number of assessed students: 52

A	B	C	D	E	FX(0)	FX(1)
38.46	26.92	11.54	11.54	7.69	3.85	0.0

Instructor: prof. Ing. Ján Závadský, PhD.

Last changed: 03.12.2021

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_AMS	Course name: Auditing of management systems
Type, extent and method of instruction: Form of instruction: Lecture Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: Elaboration of a semester work according to the instructions of the teacher, for which the student can get a maximum of 40 points. b) final assessment: b1) final written test taken during the period of completion of study obligations. For the final written test, the student can get a maximum of 60 points; b2) the teacher who evaluates the final written test may take an oral exam on the day of the test, by which the student demonstrates ambiguities in the test and answers the examiner's supplementary questions.	
Learning objectives: the student: 1. is able to perform an internal audit according to a pre-assigned case study from a selected company, 2. creates internal audit documentation including audit program, audit plan, audit report, corrective and preventive measures, 3. applies auditing principles, 4. assess the current state of the management system and identify non-conformities, minor errors or recommendations by comparison with the audit criteria.	
Brief outline of the course: Introduction to the professional practice of management system audit in a selected company. Audit terminology according to ISO 19011. Classification of audits. Categorization of audit conclusions. Audit principles. Audit procedure according to the requirements of ISO 19011. Audit program management. Commencement of the audit. Preparation of the audit plan. Execution of audit activities. Preparation and distribution of the audit report. Completion of the audit. Execution of a follow-up audit. Example of audit documentation.	
Recommended literature: 1. STN EN ISO 19011:2019 Auditovanie manažérskych systémov. 2. MATEIDES, A. 2009. Audity v manažérstve kvality. Banská Bystrica : Univerzita Mateja Bela, 2009. 136 s. ISBN 978-80-8083-795-2. 3. STN EN ISO 9001:2016. Systémy manažérstva kvality – požiadavky.	

4. STN EN ISO 14001:2016. Systém manažérstva environmentu. Požiadavky s pokynmi na použitie.
5. STN ISO 37001:2019. Systémy manažérstva proti korupcii. Požiadavky s usmernením na používanie.
6. STN ISO 45001. Systémy manažérstva bezpečnosti a ochrany zdravia pri práci – Požiadavky s návodom na použitie

Language of instruction:

slovak, english

Notes:student time load:

150 hours

combined study (P, S, K): 39 h

self-study: 40 h

presentation preparation: 11 h

preparation of the final project: 60 h

Course assessment

The final number of assessed students: 52

A	B	C	D	E	FX(0)	FX(1)
5.77	21.15	25.0	25.0	23.08	0.0	0.0

Instructor: doc. Ing. Zuzana Závadská, PhD.

Last changed: 03.12.2021

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_ORaj	Course name: Business Negotiations (in English)
Type, extent and method of instruction: Form of instruction: Lecture Course type: C (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 26s Method of study: combined	
Number of credits: 4	
Recommended semester/trimester: 1., 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: seminar paper: 15 points presentation on the topic of business negotiation: 15 points b) final assessment: preparation and presentation of a simulated business negotiation: 30 points test: 40 points	
Learning objectives: After the completion of the course, the student can: 1. use acquired knowledge and skills in negotiation, 2. draw up the agenda for a negotiation, 3. conduct a discussion, listen actively and ask effective questions, 4. present arguments for persuading the other party, 5. solve conflicts and handle breakdowns, 6. make and respond to proposals, 7. use different negotiating styles, strategies and tactics, 8. summarize the results of negotiation.	
Brief outline of the course: Definition of negotiation. Intercultural aspects of negotiation. Strategies, tactics and styles in business negotiation. The principal stages of a formal negotiation. Relationship-building. Putting together a team for an international negotiation. Starting the negotiation – small talk. Setting objectives, drawing up the agenda, timing, procedure, establishing positions and exploring interests. Making and responding to proposals. Body language. Bargaining – exerting pressure, making concessions and attaching conditions. Persuasive tactics and responding to pressure tactics. Nonethical negotiating tactics. Options for dealing with problems and conflicts. Conclusion and followup actions. The individual stages of negotiation are practised in the form of role-plays and the final output is a team presentation of a complex simulated business negotiation.	
Recommended literature: 1. POWELL, M. 2012. International Negotiations. Cambridge : Cambridge University Press 2012. ISBN 978-0-521-14992-1.	

2. COMFORT, J. 1998. Effective Negotiating. Oxford : Oxford University Press 1998. ISBN 0-19-457247-1.
3. HILTROP, J. M., UDALL, S. 1995. The Essence of Negotiation. London : Prentice Hall 1995. ISBN 0-13-349895-6.
4. GROSSMANOVÁ, M. 2010. Obchodné rokovania v angličtine. Sprint dva 2010. ISBN 978-80-89393-23-7.
5. NIERENBERG, G. I., CALERO, H. H. 2009. The New Art of Negotiating. Square One Publishers 2009. ISBN 978-0-7570-00305-9.
6. NIERENBERG, G. I., CALERO, H. H., GRAYSON, G. 2001. How to Read a Person Like a Book. Barnes and Noble Digital. ISBN 1-4014—0192-9.
7. CHORVÁT, J., TEREMOVÁ, M. 2003. Our Approach to Teaching Business Negotiations. In: Acta linguistica N° 5, Ekonomická fakulta Univerzity Mateja Bela. Banská Bystrica 2003, 100 – 104. ISBN 80-8055-825-6.

Language of instruction:

english

Notes:student time load:

90 hours

combined study (lectures, seminars, consultations): 26

self-study: 44

assignments: 20

Course assessment

The final number of assessed students: 14

A	B	C	D	E	FX(0)	FX(1)
64.29	14.29	21.43	0.0	0.0	0.0	0.0

Instructor: PhDr. Mária Sirotiaková, PhD.

Last changed: 03.06.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_DS	Course name: Diploma Seminar
Type, extent and method of instruction: Form of instruction: Lecture Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 26s Method of study: combined	
Number of credits: 4	
Recommended semester/trimester: 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: processing of a minimum of 30 searches on the topic of the diploma thesis, a maximum of 40 points. b) final assessment: submission of a part of the diploma thesis, which contains the cover and title page of the diploma thesis, abstract and aim of the diploma thesis, outline of the first chapter of the diploma thesis, first 10 pages from the first chapter of the diploma thesis and list of bibliographic references , final theses and habilitation theses; maximum 60 points.	
Learning objectives: the student: <ol style="list-style-type: none"> 1. use theoretical knowledge from the study in solving the topic of engineering work (DT), 2. is able to write DT as a project, 3. applies a logical structure in the process of solving DT, theoretical knowledge from the study to solve a specific problem from practice, 4. assess the state of the solved problem in the topic of DP in the company or in the part of the market to which it applies the topic of DT, 5. evaluate the results of research and analysis of collected data applied in the topic of DP, 6. create a proposal of recommendations or new solutions in the form of a project in the area of the addressed topic of DP. 	
Brief outline of the course: Diploma thesis as a project, its position in legislation. Faculty expectations from the solution of DP, problems in solving DP. Content and formal requirements of the diploma thesis (content structure, formal arrangement). Thesis project (DP), time schedule of processing, organization of preparation of writing DP. Study - search of literature and other sources, processing of searches, purpose of searches, and preparation of bibliographic references. Sources and collection of secondary and primary data, methods of information collection and processing. Formulation of the subject of research, setting the goal of the DP solution. DP structure, compilation of DP syllabus. Research methods. Processing of the collected material into the final version of the DP. Types of arguments and working with them. Working with DP text, composition models of the main text structure. Preparation for the defense of the dissertation (content, factual, formal), the course of the defense of the dissertation. DP solution ethics, plagiarism.	
Recommended literature:	

1. Smernica S-02-21 Úprava písomných vysokoškolských prác, záverečných prác a habilitačných prác.
2. KATUŠČÁK, D. 2004. Ako písať záverečné a kvalifikačné práce. Nitra: Enigma, 2004. ISBN 80-89132-10-3.
3. BENČO, J. 2001. Metodológia vedeckého výskumu. Bratislava: IRIS. 2001. 194 s. ISBN 80-89018-27-0.
4. STN ISO 690:2012. Informácie a dokumentácia. Návod na tvorbu bibliografických odkazov na informačné pramene a ich citovanie.
5. Zákon č. 185/2015 Z. z. Autorský zákon v znení neskorších predpisov.
6. Zákon č. 131/2002 Z. z. o vysokých školách a o zmene a doplnení niektorých zákonov v znení neskorších predpisov.
7. Literature according to the topic of diploma thesis.

Language of instruction:

slovak, english

Notes:student time load:

120 hours

combined study (P, S, K): 26 h

self-study: 20 h

search processing: 24 h

information gathering: 15 h

processing of a part of the diploma thesis: 35 h

Course assessment

The final number of assessed students: 52

abs	n
96.15	3.85

Instructor: doc. Ing. Zuzana Závadská, PhD.

Last changed: 02.03.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: DE_DPsO	Course name: Diploma Thesis with Defence
Type, extent and method of instruction: Form of instruction: Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: Method of study: combined	
Number of credits: 20	
Recommended semester/trimester: 3., 4..	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: processing of the diploma thesis and its submission within the set deadline b) final assessment: defense of the diploma thesis before the commission for state final examinations.	
Learning objectives: the student: 1. apply the theoretical knowledge gained during the study in solving the topic of the diploma thesis, 2. is able to formulate the goal of research, identify the problem and the possibilities of its solution, 3. assess the state of the problem at home and abroad, formulate its own opinion on the researched topic, argue with the authors, 4. applies a logical structure in the solution process, can analyze primary and secondary data, 5. evaluate the results of research and analysis of collected data applied within the topic of their work, 6. create a proposal of recommendations or new solutions in the field of the thesis topic and justify these, create a presentation material for the purposes of the defense of the thesis and defend their views.	
Brief outline of the course: The use of knowledge from the diploma seminar in the processing of the final version of the diploma thesis prepared in accordance with the applicable directive to the required extent and submitted within the set deadline. Demonstration of knowledge, skills and abilities acquired during the study in the design of solutions to formulated problems. Defense of the diploma thesis before the commission for state final exams.	
Recommended literature: 1. Smernica S-02-21 Úprava písomných vysokoškolských prác, záverečných prác a habilitačných prác. 2. Odborná literatúra podľa zvolenej témy diplomovej práce. 3. KATUŠČÁK, D. 2007. Ako písať záverečné a kvalifikačné práce. Bratislava: Enigma, 2007. ISBN 808-913-2454. 4. MEŠKO, D, KATUŠČÁK, D., FINDRA, J. a kol. 2014. Akademická príručka. Martin: Vydavateľstvo Osveta, 2013, 495 s. ISBN 978-80-80633-92-9.	

5. BENČO, J. 2001. Metodológia vedeckého výskumu. Bratislava: IRIS. 2001. 194 s. ISBN 80-89018-27-0.

Language of instruction:

slovak, english

Notes:student time load:

600 hours

Self-study and literature search: 150

Collection of information: 200

Analysis of obtained data: 100

Synthesis and design of measures: 140

Preparation of presentation and defense of the final thesis: 10

Course assessment

The final number of assessed students: 45

A	B	C	D	E	FX(0)	FX(1)
48.89	17.78	13.33	11.11	8.89	0.0	0.0

Instructor:

Last changed: 03.12.2021

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_PMS	Course name: Enterprise management systems
Type, extent and method of instruction: Form of instruction: Lecture Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 52s Method of study: combined	
Number of credits: 7	
Recommended semester/trimester: 1.	
Level: II.	
Prerequisites:	
Course completion conditions: a) Continuous assessment: Elaboration of a semester work for which the student can get the maximum 20 points. b) Final assessment: b1) final written test taken during the period of completion of study obligations. For the final written test, the student can get the maximum 80 points; b2) the teacher who evaluates the final written test may take an oral exam on the day of the test, by which the student demonstrates ambiguities in the test and answers the examiner's supplementary questions.	
Learning objectives: the student: <ol style="list-style-type: none"> 1. can define the management system and its links, 2. knows the classification of management systems, 3. knows certifiable standardized management systems according to ISO standards, 4. can analyze the current state of compliance with the requirements of the standardized management system, 5. knows the principles of integration of management systems, 6. can suggest the need for informatization and automation of the management system, 7. can ensure and coordinate the management system innovation, 8. knows the framework of certification of management systems, 9. knows the framework of accreditation of certification bodies for management systems. 	
Brief outline of the course: Introduction to corporate management systems, definition and classification of management systems, empirical school of standardized and non-standardized management systems, standardization of management systems and accreditation of certification bodies, implementation of management systems - top management decision, management system implementation - input analysis and project preparation, management system implementation - implementation of requirements, initiation of management system into management practice and conformity assessment, interpretation of requirements of selected management systems, integration of management systems.	
Recommended literature:	

1. ZÁVADSKÝ, J. a kol. 2012. Manažment III. –Systémový prístup k manažmentu a auditu organizácie. Bratislava : IURA EDITION, 2012. 176 s. ISBN 978-80-807851-23.
2. STN EN ISO 9001:2016. Systémy manažérstva kvality – požiadavky.
3. STN EN ISO 14001:2016. Systém manažérstva environmentu. Požiadavky s pokynmi na použitie.
4. STN ISO 37001:2019. Systémy manažérstva proti korupcii. Požiadavky s usmernením na používanie.
5. IATF 16949. Systém manažérstva kvality v automobilovom priemysle.
6. STN ISO 45001. Systémy manažérstva bezpečnosti a ochrany zdravia pri práci – Požiadavky s návodom na použitie.
7. STN EN ISO 50001:2020. Systém energetického manažérstva. Požiadavky s návodom na používanie.
8. NENADÁL, J. 2018. Management kvality pro 21. století. Praha: Management Press. 2018. 368 s. ISBN 978-80-7261-1 561-2.
9. PAULOVÁ, I. 2018. Komplexné manažerstvo kvality. Bratislava: Wolters Kluwer. 2018. 160 s. ISBN 978-80-8168-8 34-8.

Language of instruction:

slovak, english

Notes:student time load:

210 hours

combined study (P, S, K): 52 h

self-study: 38 h

management system analysis: 60 h

preparation of the final project: 60 h

Course assessment

The final number of assessed students: 77

A	B	C	D	E	FX(0)	FX(1)
10.39	36.36	18.18	23.38	7.79	1.3	2.6

Instructor: prof. Ing. Ján Závadský, PhD.

Last changed: 18.10.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_SMEBOZP	Course name: Environmental, safety and health management systems
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) interim evaluation: Elaboration of semester work for which the student can earn max. 40 points. b) final evaluation: b1) final written test carried out during the period of termination of study duties. For the final written test the student can earn max. 60 points b2) evaluating the final written test may, on the day of the test, carry out oral examination by which the student demonstrates ambiguities in the test and responds to the questions.	
Learning objectives: the student: 1. can define system of environmental and safety management and its relationship to other management systems, 2. can identify the structure and processes necessarily for sustainability of system for environmental and safety management, 3. know models and standards of environmental and safety management system, 4. know to implement all standards of environmental and safety management system in company, 5. know to arrange functionality of environmental and safety management system, 6. get to know basic standards for environmental and safety management system – standard ISO 14001 a ISO 45001.	
Brief outline of the course: Definition of environmental and safety management, structure and process creation for sustainability of environmental and safety management, implementation of environmental and safety management, requirements for environmental and safety management, standard ISO 9001 and ISO 45001.	
Recommended literature: 1. MATEIDES, A. a kol. 2006. Manažérstvo kvality : história, koncepty, metódy. Bratislava : Epos, 2006, 751 s. ISBN 8080576564 2. STN EN ISO 14001:2016. Systém manažérstva environmentu. Požiadavky s pokynmi na použitie.	

3. STN ISO 45001. Systémy manažérstva bezpečnosti a ochrany zdravia pri práci – Požiadavky s návodom na použitie
4. PAČAIOVÁ, H., MARKULIK, Š., NAGYOVÁ, A. 2016. Význam rizika v manažérskych systémoch. Košice: BEKI design. ISBN 9788055326184.
5. HRUBEC, J., VIRČÍKOVÁ, E. 2009. Nitra: Slovenská poľnohospodárska univerzita. ISBN 978-80-552-0231-0.

Language of instruction:

slovak, english

Notes: student time load:

150 hours

Combined studium (L, W, C): 39

Self-study: 31

preparation of partial tasks: 40

preparation of final project: 40

Course assessment

The final number of assessed students: 38

A	B	C	D	E	FX(0)	FX(1)
39.47	42.11	13.16	2.63	2.63	0.0	0.0

Instructor: Ing. Lucia Hudáková, PhD.

Last changed: 30.11.2021

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_FM	Course name: Financial Management
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 1.	
Level: II.	
Prerequisites:	
Course completion conditions: a) interim evaluation: Written essay 0-10 points b) final evaluation: Written exam 0 - 90 points In order to successfully complete the course on time, the student must obtain a total of at least 65 points for all assessment components. In the corrective period, the student takes a corrective written test (0-90 points). The number of points obtained for the written essay will be added to the number of points obtained for the corrective written test.	
Learning objectives: the student: 1. can use acquired knowledge and skills to thoroughly analyze a given problem related to the field of practical financial management of a company, 2. is able to choose an appropriate structure of the company's financing sources and decide on their effective allocation to individual long-term and short-term assets, 3. creatively applies theoretical knowledge and various methods and tools of financial management in practical business situations related to decisions about capital sources and its investment, financial risk management, distribution of financial results, merging companies and determining the value of the company, 4. assesses the advantages and disadvantages of individual methods and tools and is able to distinguish between them and choose from them those that are most suitable for a given decision-making situation in both operational and strategic financial management, 5. critically evaluates current business phenomena and achieved financial results and, based on this, is able to accept and implement relevant financial decisions and assess their possible consequences, including at the level of international financial transactions, 6. on the basis of rigorous analysis, using the adopted methods and tools of financial management, he processes proposals for the optimal capital structure, prepares documents for the financial risk management project, the company's profit distribution plan, financial analysis and the merger proposal, processes a simple determination of the value of the company as a whole, and individual parts of his property.	

Brief outline of the course:

1. Content and tasks of financial management.
2. The company and its financial environment. The influence of environmental elements on the financial management of the company.
3. Financial and capital structure of the company.
4. Deciding on the structure of funding sources in the company. Cost of capital.
5. Management of capital deposits in long-term tangible and intangible assets.
6. Financial investment and its strategies.
7. Management of working capital.
8. Financial risks of the company and their mitigation.
9. Basics of international financial management.
10. Distribution of financial results and dividend policy.
11. Financial issues of company mergers.
12. Determining the value of the enterprise and its property components.
13. Specifics of financial management of small and medium-sized enterprises and the basics of business finance.

Recommended literature:

1. MUSA, H., KRIŠTOFÍK, P., VINCZEOVÁ, M. 2015. Finančný manažment. Banská Bystrica: Belianum. Vydavateľstvo Univerzity Mateja Bela v Banskej Bystrici, 2015. ISBN 978-80-557-0991-8.
2. KRÁĽOVIČ, J., VLACHYNSKÝ, K. a kol. 2011. Finančný manažment. Bratislava : Iura Edition, 2011. ISBN 978-80-8078-356-3.
3. KRÁĽOVIČ, J., POLEDNÁKOVÁ, A., SOCHOR, M., VLACHYNSKÝ, K. 2011. Finančný manažment – zberka príkladov. Bratislava : Iura Edition, 2011. ISBN 978-80-8078-431-7.
4. VINCZEOVÁ, M. 2018. Možnosti financovania malých a stredných podnikov z cudzích zdrojov. Banská Bystrica : Belianum. Vydavateľstvo Univerzity Mateja Bela v Banskej Bystrici, 2018. ISBN 978-80-557-1418-9.
5. EMERY, D.R., FINNERTY, J.D., STOWE, J.D. 2018. Corporate Financial Management. Morristown : Wohl Publishing, 2018. ISBN 978-1-935938-54-5.
6. Ekonomické a finančné spravodajstvo – napr. Hospodárske noviny, Trend, Profit, Forbes, Poradca, Finančný manažér atď.

Language of instruction:

slovak

Notes: student time load:

150 hours
 combined study (P, S, K): 52 h
 self-study: 60 h
 study of current legislation: 15
 collection of information for the essay: 10
 essay preparation: 13

Course assessment

The final number of assessed students: 6

A	B	C	D	E	FX(0)	FX(1)
0.0	16.67	16.67	0.0	66.67	0.0	0.0

Instructor: doc. Ing. Miroslava Vinczeová, PhD.**Last changed:** 24.10.2022**Approved by:** prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_FEAP2	Course name: Financial and economic analysis of enterprise 2
Type, extent and method of instruction: Form of instruction: Lecture Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 2.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: Project presentation - 50 points b) final assessment: Final written test – 50 points	
Learning objectives: 1. based on acquired knowledge is able to apply a rich methodological apparatus in resolving specific tasks regarding financial and economic analysis of the business and explain the use of the results in business practice, 2. masters the content, process and methods used in a financial analysis ex-post, is capable of using mathematical-statistical methods and economic-mathematical models to quantify the impact of determining factors, 3. is able to apply the content, process and methods of financial analysis ex-ante to resolve specific tasks, is able to assess the strengths and weaknesses of particular methods as well as to interpret the results, 4. masters the methods for the corporate performance analysis in compliance with the theory of value creation (EVA, MVA), is capable of applying and using these methods in business practice, 5. masters the content and methodology of BSC creation (Balanced Scorecard) and Six Sigma, acquired theoretical and practical knowledge will enable him to explain the use of the BSC and Six Sigma in measuring and assessing business performance.	
Brief outline of the course: 1. Methods used in financial-economic analysis of the company. Classification of the methods used in FEAP. Methods of analysis of pooled company results. Ex-post financial analysis. Methods used to quantify the impact of determining factors in regard with pooled company results. 2. Ex-ante financial analysis. Methods of ex-ante financial analysis. Methods of scoring, methods of one-dimensional and multidimensional discriminant analysis, multi-criteria evaluation methods and neural networks. Strengths and weaknesses of particular methods. 3. Corporate performance analysis methods based on the theory of value creation (EVA, MVA, REVA). 4. Balanced Scorecard – the use of BSC concept to measure and manage business performance. 5. Balanced Scorecard – integration of financial and non-financial metrics.	

Page: 2

6. Basics of Six Sigma as a strategy leading to the growth of productivity, performance and quality of production and provided services. Case studies.

Recommended literature:

- LESÁKOVÁ, Ľ., ELEXA, Ľ., GUNDOVÁ, P. 2015. Finančno-ekonomická analýza podniku 2. Banská Bystrica : Vydavateľstvo Univerzity Mateja Bela Belianum, 100 s. ISBN 978-80-557-0983-3.
2. ELEXA, Ľ., GUNDOVÁ, P. 2019. Zbierka príkladov z finančno-ekonomickej analýzy podniku. Banská Bystrica : Vydavateľstvo Univerzity Mateja Bela Belianum, 140 s. ISBN 978-80-557-1538-4.
3. KUBIČKOVÁ, D., JINDŘICHOVSKÁ, I. 2015. Finanční analýza a hodnocení výkonnosti firem. Praha : C. H. Beck, 342 s. ISBN 978-80-7400-538-1.
4. RUČKOVÁ, P. 2019. Finanční analýza: metody, ukazatele, využití v praxi. Praha : Grada Publishing, 160 s. ISBN 978-80-271-2028.
5. KALOUDA, F. 2015. Finanční analýza a řízení podniku. Praha : Grada Publishing, 230 s. ISBN 978-80-7380-526-5.

Language of instruction:

slovak

Notes:student time load:

150 hours

Combined study: 12 h.

Self-study: 72 h.

Collection of information, analysis: 55 h.

Preparation of project and presentation: 11 h.

Course assessment

The final number of assessed students: 49

A	B	C	D	E	FX(0)	FX(1)
30.61	36.73	14.29	8.16	10.2	0.0	0.0

Instructor: doc. Ing. Ľuboš Elexa, PhD.

Last changed: 26.10.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_TH	Course name: Game Theory
Type, extent and method of instruction: Form of instruction: Lecture Course type: C (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 26s Method of study: combined	
Number of credits: 4	
Recommended semester/trimester: 2.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: written test – 50 points (theory and applications of zero-sum 2-player games) b) final assessment: written exam – 50 points (theory and applications of non-zero-sum 2-player games and n-player games) Re-sit written exam - 100 points (all topics of the syllabus)	
Learning objectives: Upon successful completion of the course, the student is able to 1. use theoretical and practical knowledge of game theory in solving business problems, 2. apply the apparatus of game theory in recognizing the basic properties of economic phenomena, 3. consider the adequacy of selected solution methods in different decision-making situations, 4. properly assess and evaluate the capabilities of each entity entering into decision-making process, 5. make the right decision in terms of game theory in the formation of coalitions and negotiations on profit distribution in decision-making situations with the possibility of cooperation of individual entities	
Brief outline of the course: Subject of game theory, classification of decision situations, applications. Zero-sum 2-player games - matrix games. Solution in pure strategies. Optimal player strategies. Existence of solutions in mixed strategies. Dominated strategies. Graphic solution. Solution using linear programming. Games against nature. Non-zero-sum 2-player games. Decision making according to cooperative and non-cooperative approach. Non-cooperative approach - Nash Equilibrium Theorem. Cooperative approach - core of game, optimal distribution of payments. Cooperative n-player games. Characteristic function of a game. Imputation - distribution of payments. Dominance of imputations. Shapley value.	
Recommended literature: 1. FELLNEROVÁ, P., ZIMKA, R. 2000. Lineárne programovanie v ekonómii. Banská Bystrica: Ekonomická fakulta Univerzity Mateja Bela v Banskej Bystrici, 2000. ISBN 978-80-8055-453-6. 2. GOGA, M. 2013. Teória hier, Bratislava, Iura Edition, 2013. ISBN 978-80-8078-613-7. 3. CHOBOT, M., TURNOVEC, F., ULAŠIN, V. 1991. Teória hier a rozhodovania, Bratislava, Alfa, 1991. ISBN 80-05-00702-7.	

4. DLOUHÝ, M., FIALA, P. 2015. Teorie ekonomických a politických her, Praha: Vysoká škola ekonomická v Praze, Oeconomica, 2015. ISBN 978-80-245-2124-4.
5. VESELOVSKÁ, L. 2018. Aplikácia teórie hier v manažérskom rozhodovaní. Banská Bystrica: Vydavateľstvo Univerzity Mateja Bela - Belianum. ISBN 978-80-557-1528-5

Language of instruction:

slovak

Notes:student time load:

120 hrs

combined study (lectures, seminars, consultations): 8

self-study and homeworks: 112

Course assessment

The final number of assessed students: 11

A	B	C	D	E	FX(0)	FX(1)
45.45	9.09	27.27	0.0	0.0	9.09	9.09

Instructor: RNDr. Miroslav Hužvár, PhD.

Last changed: 03.06.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_USZ	Course name: Guidelines on social responsibility
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 1.	
Level: II.	
Prerequisites:	
Course completion conditions: a) interim evaluation: Elaboration of semester work for which the student can earn max. 40 points. b) final evaluation: b1) final written test carried out during the period of termination of study duties. For the final written test the student can earn max. 60 points b2) evaluating the final written test may, on the day of the test, carry out oral examination by which the student demonstrates ambiguities in the test and responds to the questions.	
Learning objectives: the student 1. can define the relationship between the characteristics of the organisation and the social responsibility 2. understands the social responsibility of the organization 3. can identify procedures for integrating social responsibility into the activities of the company 4. can communicate about social responsibility 5. can increase credibility in relation to social responsibility 6. masters ways of evaluating and improving the activities and procedures of the organization related to social responsibility 7. knows voluntary initiatives in the field of social responsibility	
Brief outline of the course: Definition of a management system for social responsibility. Context, trends and characteristics of social responsibility. Principles and procedures relating to social responsibility. Integration, implementation and promotion of socially responsible behaviour in the enterprise. Identification and involvement of stakeholders. Commitments in the field of communication and implementation of social responsibility.	
Recommended literature: 1. Norma ISO 26000. Usmernenie k spoločenskej zodpovednosti. 2. SAKÁL, P. a kol. 2013. Udržateľné spoločensky zodpovedné podnikanie. III. STRATÉGIA UDRŽATEĽNÉHO SPOLOČENSKY ZODPOVEDNÉHO PODNIKANIA Trnava: AlumniPress, 2013. 256 s. ISBN 978-80-8096-186-2	

3. KANIANSKA, R. 2017. Green growth and green economy. Banská Bystrica: Belianum. 978-80-557-1257-4.
4. MACIKOVÁ, L., MARKOVIČ, P. 2017. Udržateľnosť sustainability podnikania : výzva pre finančný manažment podniku 21. storočia. Bratislava: KARTPRINT. ISBN 978-80-89553-48-8

Language of instruction:

slovak, english

Notes:student time load:

150 hours

Combined studium (L, W, C): 39

Self-study: 31

preparation of partial tasks: 40

preparation of final project: 40

Course assessment

The final number of assessed students: 41

A	B	C	D	E	FX(0)	FX(1)
0.0	24.39	21.95	34.15	19.51	0.0	0.0

Instructor: Ing. Lucia Hudáková, PhD.

Last changed: 30.11.2021

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_ISMHVP	Course name: Information systems for measuring and evaluating the performance of enterprise
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 1.	
Level: II.	
Prerequisites:	
Course completion conditions: (a) ongoing evaluation: a1) continuous assessment: continuous test (practical part): 0-30 points a2) elaboration of a semester work of the project, for which the student can obtain a maximum of 30 points. (b) final evaluation: b1) final test (theory): 0-20 points b2) final test (practical part): 0-20 points.	
Learning objectives: the student: <ol style="list-style-type: none"> 1. perform system analysis and synthesis of business data needed to measure and evaluate performance, 2. evaluate the possibilities of software support of information systems as a source of current data and information in the compilation of key performance indicators of the company, 3. define the structure of the system for measuring and evaluating the company's performance, 4. idesign a consistent system for measuring and evaluating performance by applying the Z-MESOT model, 5. design a set of performance indicators for measuring and evaluating strategic and operational performance, 6. assess the level of software support and use the various tools of information systems (IS) implemented in the company as modern tools to support the company's performance management system, 7. apply different approaches to measuring and evaluating the company's performance, 8. implement reporting using information systems to measure and evaluate the performance of the company. 	
Brief outline of the course: Principles of business information systems and their software solutions in the role of tools for managing business resources and relationships with the business environment. Information systems data source functions and tools for enterprise content management and analysis. Ways of data conversion and their storage in economic databases, tools for modeling and analysis of economic	

processes, the role of Business Intelligence systems. Definition of the system and principles of measuring and evaluating performance, approaches to measuring and evaluating the performance of the company. Consistent definition of the system for measuring and evaluating business performance, the possibilities of the Z-MESOT model, responsibilities and powers in measuring and evaluating business performance, four levels of business performance, reporting, information systems and BI tools to support measurement and evaluation of business performance.

Recommended literature:

1. STRÁŽOVSKÁ, H. 2015. Ekonomické procesy v obchodnom podnikaní. Sprint. ISBN 978-80-89710-15-7. Dostupné na: <https://digitalnakniznica.cvtisr.sk/zoom/6309/view?page=1&p=separate&tool=info&view=0,0,1660,2425>.
2. ELEXA, L. 2015. Business financial analysis. Banská Bystrica : Vydavateľstvo Univerzity Mateja Bela – Belianum. ISBN 978-80-557-0981-9. <https://digitalnakniznica.cvtisr.sk/zoom/5771/view?page=1&p=separate&tool=info>.
3. HUŽVÁR, M., LACO, P. 2014. Informačné technológie v ekonomickej praxi. Bratislava: Wolters Kluwer. 2014. ISBN 978-80-8168-085-4.
4. ZÁVADSKÁ, Z., KORENKOVÁ, V. 2017. Procesný manažment teória a prax. Bratislava: Ekonómia. ISBN 978-80-8168-554-5.

Language of instruction:

slovak, english

Notes:student time load:

150 hours
combined study (L, P, C): 39 hours
self-study: 31 hours
preparation of partial assignments: 40 hours
preparation of the final project: 40 hours

Course assessment

The final number of assessed students: 46

A	B	C	D	E	FX(0)	FX(1)
15.22	23.91	23.91	8.7	13.04	0.0	15.22

Instructor: Ing. Mária Pomffyová, PhD.

Last changed: 02.03.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_VSZKVV	Course name: Internal quality system of higher education
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: b) final evaluation:	
Learning objectives: student	
Brief outline of the course: .	
Recommended literature: Odporúčaná literatúra: 1. Medzinárodná klasifikácia vzdelávania ISCED 97. Dostupné: https://www.minedu.sk/data/files/3772.pdf 2. SROGOŇ, T. a i.: 1981. Dejiny školstva a pedagogiky. Bratislava : SPN, 1981. 388s. 3. Štandardy a usmernenie na zabezpečovanie kvality v Európskom priestore vysokoškolského vzdelávania (ESG). Dostupné: https://www.enqa.eu/wp-content/uploads/filebase/esg/ESG%20in%20Slovak_by%20the%20Ministry%20of%20Education,%20Science,%20Research%20and%20Sport.pdf 4. Štandardy pre vnútorný systém zabezpečovania kvality vysokoškolského vzdelávania. Dostupné: https://saavs.sk/wp-content/uploads/2020/09/Standardy-pre-vnutorny-system-zabezpecovania-kvality-2.pdf 5. Štandardy pre študijný program. Dostupné: https://saavs.sk/wp-content/uploads/2020/09/Standardy-pre-studijny-program-2.pdf 6. Zákon č. 245/2008 Z. z. Zákon o výchove a vzdelávaní (školský zákon) a o zmene a doplnení niektorých zákonov. Dostupné: https://www.slov-lex.sk/pravne-predpisy/SK/ZZ/2008/245/ 7. Zákon č. 138/2019 Z. z. Zákon o pedagogických zamestnancoch a odborných zamestnancoch a o zmene a doplnení niektorých zákonov. Dostupné: https://www.slov-lex.sk/pravne-predpisy/SK/ZZ/2019/138/ 8. Zákon č. 131/2002 Z. z. Zákon o vysokých školách a o zmene a doplnení niektorých zákonov. Dostupné: https://www.slov-lex.sk/pravne-predpisy/SK/ZZ/2002/131/ 9. Zákon č. 269/2018 Z. z. Zákon o zabezpečovaní kvality vysokoškolského vzdelávania a o zmene a doplnení zákona č. 343/2015 Z. z. o verejnom obstarávaní a o zmene a doplnení	

niektorých zákonov v znení neskorších predpisov. Dostupné: <https://www.slov-lex.sk/pravne-predpisy/SK/ZZ/2018/269/>

10. Interné predpisy Univerzity Mateja Bela v Banskej Bystrici. Dostupné: <https://www.umb.sk/univerzita/univerzita/vnutorny-system-kvality/usmernenia-a-zakladne-vnutorne-predpisy-vsk-umb/>

Language of instruction:

slovak, english

Notes:student time load:

student time load: 150 hours

combined study: 39

self-study: 21

data collection: 30

preparation of assigned tasks: 30

presentation of seminar thesis: 30

Course assessment

The final number of assessed students: 11

A	B	C	D	E	FX(0)	FX(1)
0.0	18.18	27.27	45.45	9.09	0.0	0.0

Instructor: PhDr. Zuzana Osvaldová, PhD., prof. Ing. Ján Závadský, PhD.

Last changed: 06.09.2023

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_IMLaD	Course name: Inventive management of liquidity and debt
Type, extent and method of instruction: Form of instruction: Lecture Course type: C (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 26s Method of study: combined	
Number of credits: 4	
Recommended semester/trimester: 1., 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) interim assessment: active participation in seminars: 20 points b) final assessment: processing and presentation of the case study: 80 points In order to successfully complete the course, it is necessary to obtain a total of at least 65 points from both parts of the assessment. Corrective deadline: written processing and presentation of a proposal for a managerial solution to the specified model situation.	
Learning objectives: student 1. based on knowledge obtained from various relevant sources, is able to search, analyze and creatively use information, especially on innovative tools for managing liquidity and indebtedness, 2. can evaluate and predict the development of the organization's life cycle according to examples from practice, define the potential for development according to the parameters of financial results, 3. is able to creatively combine tools and management approaches to ensure solvency and avert impending bankruptcy by using digitalization of payment processes, 4. identifies the effects of using tools for managing the organization's solvency and debt and defines alternatives for choosing effective financial decision-making by involving various interested parties, 5. can comprehensively and critically assess the possibilities and ways of optimizing the structure of assets and sources of financing and implement them in model situations of contemporary organizations, 6. is able to creatively define non-traditional financial goals for liquidity and debt associated with the requirements of various communities, 7. can create a clear alternative financial plan, with achievable goals and effective measures for the chosen organization in a specific financial situation, using modern electronic tools.	
Brief outline of the course: Liquidity, indebtedness, solvency during the life cycle of the organization. (Guarantee, property relationships, insolvency and extension. Selected tools for averting the impending bankruptcy of the debtor, acting with professional care.) Potential for moderating formal and informal lender-borrower relationships. Behavioral approach. New requirements and ways of managing liquidity and debt.	

Digital payment processes.
 Electronic financial calculators, Internet applications, software equipment for effective financial decision-making.
 Electronic financial services. Shared financial services.
 Managing the organization's liquidity and debt through the inventive use of non-traditional and innovative financing tools.
 Inventive approaches to managing financial relations with internal stakeholders. (Financial relations of owners. Using the effects of permanent and non-permanent liabilities.)
 Inventive approaches to managing financial relationships with external stakeholders. (Institutional linkages. The coverage gap and business relationships.)
 Non-traditional financial goals linked to the demands of the communities.
 Formation of the organization's modern financial system. (Internet, social networks, virtualization, artificial intelligence, metaverse)

Recommended literature:

1. Zákon č. 111/2022 Z. z. o riešení hroziaceho úpadku a o zmene a doplnení niektorých zákonov.
2. Zákon č. 7/2005 Z. z. o konkurze a reštrukturalizácii a o zmene a doplnení niektorých zákonov.
3. BALL, M. 2022. The Metaverse..
4. BARTOŠOVÁ, V. a kol. 2018. Manažment podnikových pasív.
5. MALEGA, P. 2019. Manažerske metódy a techniky. (Strategický, krízový a finančný manažment).
6. NARULA, H. 2022. Virtual Society.
7. SIVÁČEK, M. 2018. Dokonalá hra.
8. SIVÁK, R., BELANOVÁ, K., JANČOVIČOVÁ BOGNÁROVÁ, K. 2015. Financie podnikateľskej sféry. Nitra: Sprint 2. ISBN 978-80-89710-16-4.
9. STUPAVSKÝ, M. 2016. Behaviorální finance.
10. VARMUS, M. - LENDEL, V. 2023. Inovačný manažment.
11. VINCZEOVÁ, M. 2015. Podnikové financie. Banská Bystrica: Univerzita Mateja Bela. ISBN 978-80-557-0987-1.

Language of instruction:

slovak

Notes:student time load:

Course assessment

The final number of assessed students: 0

A	B	C	D	E	FX(0)	FX(1)
0.0	0.0	0.0	0.0	0.0	0.0	0.0

Instructor: Ing. Jana Janičková, PhD.

Last changed: 31.03.2023

Approved by: prof. Ing. Ján Zavadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_LOG	Course name: Logistics
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: elaboration of semestral work and its presentation: 40 points b) final assessment: written test: 60 points	
Learning objectives: the student: <ol style="list-style-type: none"> 1. understands the definition of logistics and supply chain management 2. is able to rationally solve problems associated with the movement of material in enterprises, 3. applies supplier selection methods to evaluate the efficiency of purchasing logistics, 4. assess the functionality of the logistics system by applying logistics control methods in order to increase flexibility, 5. is able to create, assess, evaluate and manage the enterprise's logistics system through the use of acquired knowledge, from procurement, through the production component to the distribution of goods to customers, 6. is able to obtain, evaluate and use information from the logistics strategy, logistics information system and security subsystems to ensure the improvement of logistics processes in enterprises. 	
Brief outline of the course: Introduction to logistics. Basic characteristics and arrangement of logistics. Logistics and supply chain management. Purchasing, production, distribution logistics. Customer service. Supply tasks and goals, elements and tools of supply logistics. Selection of suppliers of raw materials. Receipt of goods. Transportation logistics. The role of transport in logistics. Warehouse logistics, trends in warehouse logistics. Production planning and management, philosophy JUST IN TIME. Distribution, order processing, packaging management. Logistics strategy, logistics decisions, logistics success factors. Logistics information system. Logistics controlling. Establishing partnerships in the supply and demand chain. Flexibility and performance of the supply chain.	
Recommended literature: <ol style="list-style-type: none"> 1. MALÁ, D. a kol. 2011. Vybrané kapitoly súčasnej logistiky. 1. vyd. Banská Bystrica: Univerzita Mateja Bela, Ekonomická fakulta v Banskej Bystrici. ISBN 978-80-557-0202-5. 2. VESELOVSKÁ, L. 2020. Manažment dodávateľsko-odberateľských reťazcov v období krízy. Poprad: Výskumný ústav ekonomiky a manažmentu. ISBN 978-80-973663-0-8. 3. LUKOSZOVÁ X. a kol. 2012. Logistické technológie v dodávateľskom reťazci. Praha: Ekopress. ISBN 978-80-86929-89-7 	

4. OUDOVÁ, A. 2016. Logistika – základy logistiky. Praha: Computer Media. ISBN 9788074022388
5. VESELOVSKÁ, L. 2019. Achieving flexibility: a new trend in supply chain management. Banská Bystrica: Belianum. Matej Bel University Press : Matej Bel University in Banská Bystrica, Faculty of Economics. ISBN 978-80-557-1651-0

Language of instruction:

slovak, english

Notes:student time load:

150 hours

combined study (P, S, K): 39 h

self-study: 31 h

information collecting: 40 h

seminar work elaboration: 40 h

Course assessment

The final number of assessed students: 32

A	B	C	D	E	FX(0)	FX(1)
25.0	34.38	18.75	6.25	15.63	0.0	0.0

Instructor: doc. Ing. Lenka Veselovská, PhD., Ing. Lucia Hudáková, PhD.

Last changed: 02.03.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_MVaHPnS	Course name: Macroeconomic Development and Economic Policy in Slovakia (in cooperation with the NBS)
Type, extent and method of instruction: Form of instruction: Lecture Course type: C (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 26s Method of study: combined	
Number of credits: 4	
Recommended semester/trimester: 1., 3.	
Level: II.	
Prerequisites:	
Course completion conditions: Written test - 100 points	
Learning objectives: Students will gain an overview of current issues of macroeconomic development in Slovakia and also on the most important topics that economic policy has addressed in recent times. It will allow to place economic policy decisions in the context of macroeconomic developments at home and in abroad. The course addresses the impact of the financial crisis and the emerging new challenges in monetary and fiscal policy. The course is provided in cooperation with analytical representatives of institutions such as NBS, RRZ and IFP (MFSR) for selected topics.	
Brief outline of the course: Introduction, current macroeconomic trends. Long-term trends in the economy. Experience with monetary integration and the euro. Quantitative release vs. inflation. Non-standard monetary measures, equilibrium rate. Modern fiscal policy. Expenditure ceilings, debt management strategy and the Roma issue. Measuring consolidation in public finances .. Budget analysis. Pension reform, long-term sustainability. Value for money.	
Recommended literature: 1. Mankiw, Gregory N., Taylor, Mark P.: Macroeconomics 2. Samuelson, Paul A., Nordhaus, William D.: Ekonómia, 18. vyd. 3. Časopisecká literatúra a on-line zdroje podľa tém	
Language of instruction: slovak	
Notes:student time load: 120 hours Combined study (P, S, K): 26 h Self-study: 94 h	

Course assessment

The final number of assessed students: 30

A	B	C	D	E	FX(0)	FX(1)
6.67	0.0	20.0	36.67	36.67	0.0	0.0

Instructor: Ing. Žaneta Lacová, PhD.**Last changed:** 01.06.2022**Approved by:** prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_MIS	Course name: Management information systems
Type, extent and method of instruction: Form of instruction: Lecture Course type: C (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 26s Method of study: combined	
Number of credits: 4	
Recommended semester/trimester: 1., 3.	
Level: II.	
Prerequisites:	
Course completion conditions: (a) Continuous evaluation: a1) active participation in seminars evidenced by the elaboration of tasks and their subsequent submission to the repository: 0-10 points a2) continuous assessment: continuous test (practical part): 0-30 points (b) final evaluation: b1) final test (theory): 0-30 points b2) final evaluation: final test (practical part): 0-30 points b3) the teacher who evaluates the final written tests can take an oral exam on the day of the test, by which the student demonstrates ambiguities in the test and in the project, answers the examiner's additional questions.	
Learning objectives: The student: <ol style="list-style-type: none"> 1. is able to assess the suitability of the deployment of a certain management information system in the company, 2. can use knowledge and skills to analyze data from large economically oriented databases, 3. using Business Intelligence tools and Big data technology can evaluate the economic results of the organization and use the obtained data correctly in the decision-making process, 4. will learn to create business analyzes using OLAP technology and present the achieved results, 5. is able to obtain non-trivial, hidden and potentially useful information from the analyzed data, 6. can adjust the visual appearance of the analyzed data and prepare materials for various managerial decisions, 7. Can assess the potential of new information technologies and implement them in practice in an appropriate way. 	
Brief outline of the course: Basic concepts of management informatics. Main attributes and architecture of MIS. Systems to support operational, tactical and strategic business management. Components and properties of MIS and their role. Relationships between transactional IS (ERP), management IS (MIS) and Business Intelligence (BI). MIS models. Multidimensional databases, tables of facts, dimensions and their schemas. Data / information and managerial work with them at different levels of management. Data warehouses and marketplaces, their construction and importance for decision	

support. Data / information sources for MIS. Tools and outputs from MIS. Online analytical processing (OLAP) based technologies. New trends in data analysis - cloud applications, Big Data, in-memory technologies. Practical financial and economic tasks using PowerBI, MS Sharepoint, MS Excel.

Recommended literature:

- 1 Fotr, J., Souček, I., Špaček, M. 2020. Tvorbastrategie a strategicképlánování. <https://www.vydavatel.sk/kniha/tvorba-strategie-a-strategicke-planovani-1>.
- 2 CHMELÁR, M. 2018. Reporting v Power BI, PowerPivot a jazyk DAX.<https://www.powerpivot.sk/kniha-power-bi-powerpivot-a-jazyk-dax/>.
- 3 KOLLÁR, I., LACO, P. 2017. Podnikové internetové aplikácie. Belianum - vydavateľstvo UMB, 100 s. ISBN 978-80-557-1183-6.
- 4 LACO, P. 2018. Hodnotenie podnikových internetových stránok. Belianum - vydavateľstvo UMB, 124 s. ISBN 978-80-557-1524-7
- 5 POMFFYOVÁ, M. Management of Information Systems. 2018. Edited by Mária Pomffyová, FirstpublishedOctober 24th 2018,Printed in London: Intech, Free online edition of thisbook: DOI: 10.5772/intechopen.68966, ISBN: 978-1-78984-198-5., Print ISBN: 978-1-78984-197-8.
- 6 Staššák, J., Mazurek, J. 2019. Manažérska informatika II.
- 7 <https://www.podnikajte.sk/technologie/aplikacie-pre-podnikatelov>
- 8 <https://www.podnikajte.sk/technologie/aplikacie-sluzby-zlepsenie-podnikania-2018>
- 9 <https://www.legito.sk/obchodne-podmienky-pre-internetove-aplikacie>
- 10 <https://ssf-co.com/6-najlepsie-mobilna-aplikacia-pre-riadenie-podniku/>

Language of instruction:

slovak, english

Notes:student time load:

120 hours
Combined study (P, S, K): 26 h
preparation of partial assignments: 54 h
preparation of the final project: 40 h

Course assessment

The final number of assessed students: 23

A	B	C	D	E	FX(0)	FX(1)
21.74	21.74	13.04	13.04	13.04	13.04	4.35

Instructor: Ing. Mária Pomffyová, PhD.

Last changed: 02.06.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_MI	Course name: Management of Innovations
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) interim evaluation: Elaboration of semester work for which the student can earn max. 40 points. b) final evaluation: b1) final written test carried out during the period of termination of study duties. For the final written test the student can earn max. 60 points b2) evaluating the final written test may, on the day of the test, carry out oral examination by which the student demonstrates ambiguities in the test and responds to the questions.	
Learning objectives: the student can: 1. use the knowledge in searching, elaborating and analyzing the information about innovation changes, 2. manage the team in the process of preparation and realization of innovation, 3. apply the analytical tools to identify the innovation, 4. assess the appropriateness of innovation situation and flexibly react to the innovation, 5. evaluate an own innovation potential and use it for own development and growth, 6. create and set the procedure of implementing the innovation in the enterprise.	
Brief outline of the course: The essence of innovation management in the enterprise, invention-innovation potential of the enterprise, forms of innovation potential. Innovation process and its stages/phases. The analysis of lifecycle and innovation cycle of the product. Innovation strategies of the enterprise, creative methods of searching the innovation intentions. Creation of the innovation project by using benchmarking and value analysis. Innovation projects management. Evaluation of the economic effectiveness of the innovation. Institutional support of innovation. The use of knowledge management in the innovation process management.	
Recommended literature: 1. ZÁVADSKÝ, J. a kol. 2012. Manažment III. –Systémový prístup k manažmentu a auditu organizácie. Bratislava : IURA EDITION, 2012. 176 s. ISBN 978-80-807851-23 2. E-zdroje: elektronický časopis: Inovačné podnikanie a Transfer technológií	

3. ZAUŠKOVÁ, A., DOMOVÁ, J. Inovačná schopnosť a inovačná výkonnosť podnikateľských subjektov. Trnava: Univerzita sv. Cyrila a Metoda v Trnave, Fakulta masmediálnej komunikácie. ISBN 978-80-8105-428-0
4. MAJTÁN, M. a kol. 2016. Manažment. Sprint dva. ISBN 9788089710270
5. BEDNÁROVÁ, L., JANÁKOVÁ, H., ZAJKO, M. 2016. Aktuálne problémy inovačných aktivít firiem a spolupráce akademického a priemyselného sektora a návrh komplexnej podpory firiem v tejto oblasti. Centrum vedecko technických informácií Slovenskej republiky. ISBN 9788089354696.

Language of instruction:

slovak, english

Notes:student time load:

150 hours

Combined studium (L, W, C): 52

Self-study: 28

preparation of partial tasks: 35

preparation of final project: 35

Course assessment

The final number of assessed students: 50

A	B	C	D	E	FX(0)	FX(1)
48.0	26.0	6.0	14.0	6.0	0.0	0.0

Instructor: Ing. Lucia Hudáková, PhD.

Last changed: 30.11.2021

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_MU	Course name: Managerial accounting
Type, extent and method of instruction: Form of instruction: Lecture Course type: C (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 26s Method of study: combined	
Number of credits: 4	
Recommended semester/trimester: 2.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: written exam (50 points), b) final evaluation: written elaboration, submission and presentation of the assignment (50 points). Total possible points for interim and final evaluation: 100. Assessment: according to the classification scale of the assessment stated in the study regulations. The student will receive credits during the evaluation in the range of the sum of points 65 to 100.	
Learning objectives: The student: <ol style="list-style-type: none"> 1. uses the acquired knowledge in deciding on variants of future development of processes in the company, 2. is able to find appropriate procedures and solutions for cost management tasks, 3. applies theoretical knowledge in solving tasks related to internal accounting, compilation of calculations and corporate budgets, 4. assess the impact of alternative practices and methods on the company's performance; 5. evaluates the applied methods and procedures in terms of their applicability in solving decision-making tasks, 6. create performance calculations and sub-budgets of costs, revenues, revenues and expenditures. 	
Brief outline of the course: Relationship between managerial, cost and financial accounting in theory. Intra – organizational accounting. Economic centers. Use of cost information in internal management. Organization and ways of displaying accounting information in cost accounting. Responsible accounting. Basics of internal accounting. Relationship between managerial accounting and pricing. Enterprise calculation system and performance line management. Planning and budgeting.	
Recommended literature: 1. BOGYOVÁ, E., GROFČÍKOVÁ, J., LAPKOVÁ, M. 2011. Kontroling v malých a stredných podnikoch. Banská Bystrica : Ekonomická fakulta UMB, 2011. 228 s. ISBN 978—80-557-0294-0. 2. CILIKOVÁ, O., LAPKOVÁ, M. 2008. Manažérske účtovníctvo. Banská Bystrica : Ekonomická fakulta UMB, 2008. ISBN 978-80-8083-696-2.	

3. HUŇADY, J. a kol. 2015. Ekonomika podniku a financie. Banská Bystrica : Ekonomická fakulta UMB, 2008. 216 s. ISBN 978—80-557-1017-4.
4. ZIMERMANOVÁ, K., JANIČKOVÁ, J. 2022. Základy účtovníctva pre manažérov. Banská Bystrica : Belianum. Vydavateľstvo UMB v B. Bystrici. 124 s. ISBN 978-80-557-1945-0.

Language of instruction:

slovak

Notes:student time load:

90 hours

Combined study (P, S, K): 26 h

Self-study: 30 h

preparation and presentation of assignments: 34 h

Course assessment

The final number of assessed students: 19

A	B	C	D	E	FX(0)	FX(1)
100.0	0.0	0.0	0.0	0.0	0.0	0.0

Instructor: Ing. Katarína Zimermanová, PhD.

Last changed: 01.06.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_MS	Course name: Marketing strategies
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 1.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: elaboration of seminar work and its presentation:: 0 - 60 points b) final assessment: written test: 0 - 40 points	
Learning objectives: Student: 1. can define marketing and its principles 2. can explain core of strategic marketing and marketing planning 3. understands continuity of business strategy and marketing strategies 4. understands process of STP and can use tools of positioning 5. knows process of new product development 6. understands lateral marketing and blue oceans strategies 7. can define the brand and can explain principles of brand management 8. can define marketing strategies 9. can elaborate proposal of marketing mix and its implementation according to the chosen marketing strategies 10. understands marketing audit.	
Brief outline of the course: Definition and importance of strategic marketing, integration of marketing plan within a system of business plans. Strategic processes in marketing: segmentation, targeting, tools of positioning.. New product development. Lateral marketing and blue ocean strategies. Strategic brand management. Classification of strategies, planning of marketing mix and its implementation. Strategic audit.	
Recommended literature: 1. BARTKOVÁ, L. 2015 Marketing II. Banská Bystrica: Belianum, 2015, 80 s. ISBN 978-80-557-0866-9. 2. JAKUBÍKOVÁ, D. 2013. Strategický marketing. Strategie a trendy. Praha: Grada Publishing. 368 s. ISBN 978-80-247-4670-8. 3. KOTLER, P., KELLER, K. L. 2013. Marketing management. Praha: Grada Publishing. 816 s. ISBN 978-80-247-4150-5. 4. LESÁKOVÁ, D. 2014. Strategický marketing. Bratislava: Sprint dva. 350 s. ISBN 978-80-897-1007-2.	

5. KUSÁ, A., PIZANO, V. 2012. Marketingové analýzy a stratégie. Trnava : Univerzita sv. Cyrila a Metoda v Trnave. 196 s. ISBN 978-80-8105-427-3.

Language of instruction:

slovak

Notes:student time load:

150 h

Combined study (P, S, K): 39

Self-study: 31

Elaboration of assignments: 40

Elaboration of seminar work: 40

Course assessment

The final number of assessed students: 50

A	B	C	D	E	FX(0)	FX(1)
4.0	20.0	32.0	32.0	10.0	2.0	0.0

Instructor: Ing. Lucia Bartková, PhD., univerzitný docent

Last changed: 03.12.2021

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_MaMSVP	Course name: Modeling and measuring the strategic performance of company
Type, extent and method of instruction: Form of instruction: Lecture Course type: C (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 26s Method of study: combined	
Number of credits: 4	
Recommended semester/trimester: 1., 3.	
Level: II.	
Prerequisites:	
Course completion conditions: (a) Continuous evaluation: a1) active participation in seminars evidenced by the elaboration of tasks and their subsequent submission to the repository: 0-10 points a2) continuous assessment: continuous test (practical part): 0-30 points (b) final evaluation: b1) elaboration of a semester work of the project, for which the student can obtain a maximum of 40 points. b2) final presentation of the seminar work: 0-10 points b3) the teacher who evaluates the final written tests can take an oral exam on the day of the test, by which the student demonstrates ambiguities in the test and in the project, answers the examiner's supplementary questions.	
Learning objectives: The student: <ol style="list-style-type: none"> 1. is able to assess the importance and need to measure the strategic performance of the company, 2. can understand the need to link the company's vision and strategy, 3. get acquainted with the use of Balanced Scorecard (BSC) as a system for implementing corporate strategy from the perspective of its four perspectives, 4. learns to use tools to select, model and measure a set of objectives and adequate financial and non-financial indicators of the company's strategic performance, 5. learns to compile and model a strategic business map in the Enterprise Architect environment, 6. learn how to implement a system of strategic management through BSC, 7. Can assess the potential of new information technologies and implement them in practice in an appropriate way. 	
Brief outline of the course: Basic concepts of strategic business performance, unity of vision and strategy of the company, the need for integrity of the company's goals and activities. Tools to support modeling and measurement of business performance, selection, modeling and measurement of adequate financial and non-financial indicators. Balanced Scorecard (BSC) as a system for measuring business performance, implementation of business strategy and as a tool for strategic business management. Enterprise	

Architect capabilities as a tool to support BSC modeling, visualization of visions, strategies, perspectives, and user competency modeling. Calculation, comparison and evaluation of outputs of measured values of business performance in PowerBI and v MS Excel. Practical implementation and processing of business analysis.

Recommended literature:

- 1 Fotr, J., Souček, I., Špaček, M. 2020. Tvorbastrategie a strategicképlánování. Praha: Grada.
- 2 HUČKA, M. 2017. Modely podnikových procesů. NakladatelstvíC.H.Beck-CZ.
- 3 CHMELÁR, M. 2018. Reporting v Power BI, PowerPivot a jazyk DAX.<https://www.powerpivot.sk/kniha-power-bi-powerpivot-a-jazyk-dax/>.
- 4 KUBÍČKOVÁ D., JINDŘICHOVSKÁ, I. 2015. Finanční analýza a hodnocení výkonnosti firem. NakladatelstvíC.H.Beck-CZ.
- 5 https://sparxsystems.com/enterprise_architect_user_guide/14.0/model_domains/balanced_scorecard.html

Language of instruction:

slovak, english

Notes:student time load:

120 hours
Combined study (P, S, K): 26 h
self-study: 54 h
preparation of the final project: 40 h

Course assessment

The final number of assessed students: 7

A	B	C	D	E	FX(0)	FX(1)
57.14	14.29	28.57	0.0	0.0	0.0	0.0

Instructor: Ing. Mária Pomffyová, PhD.

Last changed: 02.06.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_PM	Course name: Process Management
Type, extent and method of instruction: Form of instruction: Lecture Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 1.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: 1. elaboration of a semester work, for which the student can get a maximum of 40 points b) final assessment: 1. final written test taken during the period of completion of study obligations. For the final written test, the student can get a maximum of 60 points, 2. the teacher, who evaluates the final written test, can take an oral exam on the day of the test, by which the student demonstrates ambiguities in the test and answers the examiner's supplementary questions.	
Learning objectives: the student: 1. is able to understand the process orientation of the management system and its advantages and disadvantages compared to the functional and project orientation of the management system, 2. applies process analysis to a selected business process in terms of economic practice, 3. create a model of the analyzed business process according to various notations defined by methods and standards for business process modeling, 4. is able to integrate process management into the existing business management system, 5. identifies critical determinants of process management integration into the company's management system, 6. knows the principles of consistent measurement and evaluation of business process performance and innovation.	
Brief outline of the course: Process approach as part of a systems approach. Use of a process approach to business management. Defining the functional, project and process orientation of the management system. Basic concepts of process management. Basic stages of integration of management systems into the company management system. Integration of process management into the business management system. Determinants of integration of process management into the company management system. Business process analysis and modeling. Classification of process analyzes. Business process modeling methods. Measuring and evaluating the performance of business processes. Consistency of measuring and evaluating the performance of business processes. Business process innovation.	
Recommended literature:	

1. ZÁVADSKÁ, Z., ZÁVADSKÝ, J. 2014. Integrácia procesného manažmentu do systému riadenia podniku. Bratislava : Slovenský komitét pre vedecké riadenie ZSVTS, 2014. 107 s. ISBN 978-80-970684-3-1.
2. ZÁVADSKÁ, Z., KORENKOVÁ, V. 2017. Procesný manažment teória a prax. Bratislava: Ekonómia. ISBN 978-80-8168-554-5.
3. ZÁVADSKÝ, J. 2005. Riadenie výkonnosti podnikových procesov. Banská Bystrica : Univerzita Mateja Bela, 2005. 120 s. ISBN 80-8083-077-0
4. ZÁVADSKÝ, J. 2004. Procesný manažment. Banská Bystrica, 2004. 143 s. ISBN 80-8083-0101-X.
5. HUČKA, M. 2017. Modely podnikových procesu. Praha: C. H. Beck. 2017. 512 s. ISBN 978-80-7400-4 68-1.
6. ŠPERKA, R. 2019. Informační podpora podnikových procesu. Jesenice: Ekopress. 2019. 192 s. ISBN 978-80-87865- 55-2.

Language of instruction:

slovak

Notes:student time load:

150 hours

combined study (P, S, K): 39 h

self-study: 31 h

analysis of a selected business process: 40 h

modeling of a selected business process: 40 h

Course assessment

The final number of assessed students: 75

A	B	C	D	E	FX(0)	FX(1)
10.67	17.33	12.0	24.0	32.0	1.33	2.67

Instructor: doc. Ing. Zuzana Závadská, PhD.

Last changed: 18.10.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_PrM	Course name: Project Management
Type, extent and method of instruction: Form of instruction: Lecture Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 52s Method of study: combined	
Number of credits: 7	
Recommended semester/trimester: 2.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: Elaboration of a semester work according to the instructions of the teacher, for which the student can get a maximum of 50 points b) final assessment: b1) final written test taken during the period of completion of study obligations. For the final written test, the student can get a maximum of 50 points, b2) the teacher who evaluates the final written test may take an oral exam on the day of the test, by which the student demonstrates ambiguities in the test and answers the examiner's supplementary questions.	
Learning objectives: the student: 1. is able to define the objectives of the project and develop a detailed project schedule in the form of a project plan, 2. create a hierarchical structure of project activities, project time schedule, project resources in the application software to support project management, 3. applies the principles of teamwork in the creation and management of project teams, 4. use selected methods and tools of project management in the optimization of project activities, 5. assess the degree of risks associated with the project and assess the course of project implementation in the form of project control, 6. evaluates the feasibility of the project before its implementation.	
Brief outline of the course: Project definition and project management. Project management standards and certification of project managers. Project classification and project life cycle. Defining project goals and project planning. Project implementation and organization of project activities. Project risk control and management. Tasks of a project manager and teamwork in a project. Case study in MS Project application software: project definition. Case study in MS Project application software: hierarchical structure of activities. Case study in MS Project application software: project time schedule. Case study in MS Project application software: project resources. Case study in MS Project application software: project implementation and completion. Case study in MS Project application software: finalization of a semester work.	
Recommended literature:	

1. DOLEŽAL, J., MÁCHAL, P., LACKO, B. a kol. 2009. Projektový management podľa IPMA. Praha: Grada Publishing, a.s. 2009. 512 s. ISBN 978-80-247-2848-3
2. Kolektív autorov. 2018. Príručka pre projektového manažéra so zameraním na dotácie. Bratislava: Gemini Group, s. r. o. 259 s. ISBN 978-80-972957-0-7
3. TRÁVNIK, I., TAKÁČ, R. CH. 2012. Uzda na projekt. Košice: EQUILIBRIA, s. r. o. 340 s. ISBN 978-80-8143-024-4
4. VŠETEČKA, P. 2017. Projektové myslenie. Liptovský Mikuláš: Petr Všetecha. 2017. 524 s. ISBN 978-80-972683-9-8
5. ZÁVADSKÁ, Z., ZÁVADSKÝ, J. 2019. Projektový manažment. Prešov: Vysoká škola medzinárodného podnikania ISM Slovakia v Prešove. 134 s. ISBN 978-80-89372-80-5
6. VŠETEČKA, P. 2017. Projektové myslenie. Liptovský Mikuláš: Petr Všetecha. 2017. 524 s. ISBN 978-80-97268 3-9-8.

Language of instruction:

slovak/czech, english

Notes: student time load:

210 hours

combined study (P, S, K): 52 h

self-study: 70 h

preparation and presentation of the topic: 18 h

project processing: 70 h

Course assessment

The final number of assessed students: 51

A	B	C	D	E	FX(0)	FX(1)
0.0	7.84	17.65	25.49	45.1	0.0	3.92

Instructor: doc. Ing. Zuzana Závadská, PhD.

Last changed: 18.10.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_SMK	Course name: Quality Systems
Type, extent and method of instruction: Form of instruction: Lecture Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 52s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 2.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: a1) elaboration of assignments: Elaboration of assignments, for which the student can get a maximum of 20 points. a2) elaboration of seminar work and its presentation:: Elaboration of a semester work for which the student can obtain a maximum of 30 points. b) final assessment: Final written test taken during the period of completion of study obligations. For the final written test, the student can get a maximum of 50 points.	
Learning objectives: Student: 1. understands key benefits of quality management for an enterprise 2. learns about the history of quality management 3. can interpret different approaches to quality management in enterprise according to different quality representatives 4. can define quality management system and its relationship towards other managerial systems 5. can identify a structure and proceses inevitable to secure sustainability of quality managemet system 6. knows models and standards of quality management systems 7. is able to apply a standard of quality management system into the business 8. knows secure functionality of quality management system 9. knows methods and tools of quality 10. knows basic standard for quality management system – ISO 9001 11. knows standard for customer relationship management – ISO 10001, 10002, 10003, 10004 12. can prepare an enterprise for the self-assessment according to the EFQM model	
Brief outline of the course: Definition of Quality Management and its relationship to other Business Management Systems. Benefits of Quality Management for Enterprise. History of Quality Management. Representatives of Quality Management. Definition of quality management system, structure and processes for sustainability of quality management system. Implementation of quality management system according to the standard of ISO 9001, documentation of quality management system. Definition	

of systems of customer relationship management according to the standards of ISO 10001, 10002, 10003, 10004. National Quality Award by EFQM Model.

Recommended literature:

1. STN EN ISO 9001:2016. Systémy manažérstva kvality. Požiadavky.
2. ZÁVADSKÝ, J. a kol. 2012. Manažment III. Systémový prístup k manažmentu a auditu organizácie. Bratislava: IURA EDITION. 176 s. ISBN 978-80-807851-23.
3. MATEIDES, A. a kol., 2006. Manažérstvo kvality: história, koncepty, metódy. Bratislava: EPOS. 751 s. ISBN 80-8057-656-4.
4. PAULOVÁ, I. 2018. Komplexné manažérstvo kvality. Bratislava: Wolters Kluwer. ISBN 978-80-8168-8 34-8.
5. NENADÁL, J. 2018. Management kvality pro 21. století. Praha: Management Press. ISBN 978-80-7261-1 561-2

Language of instruction:

slovak

Notes:student time load:

150 hodín

Combined study (P, S, K): 52

Self-study: 44

elaboration of assignments: 24

elaboration of seminar work: 30

Course assessment

The final number of assessed students: 51

A	B	C	D	E	FX(0)	FX(1)
19.61	39.22	23.53	13.73	3.92	0.0	0.0

Instructor: Ing. Lucia Bartková, PhD., univerzitný docent

Last changed: 06.09.2023

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_SMKAP	Course name: Quality management system in the automotive industry
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) interim evaluation: Elaboration of semester work for which the student can earn max. 40 points. b) final evaluation: b1) final written test carried out during the period of termination of study duties. For the final written test the student can earn max. 60 points b2) evaluating the final written test may, on the day of the test, carry out oral examination by which the student demonstrates ambiguities in the test and responds to the questions.	
Learning objectives: the student: 1. know to define management systems for automotive industry and its relationship to other management systems, 2. know to identify structure and processes necessarily to sustainability of management systems in automotive industry, 3. know models and standards of management systems for automotive industry, 4. know to implement standards of management systems for automotive industry, 5. know to secure functionality of management systems for automotive industry, 6. get to know with basic standards of management systems for automotive industry – standard ISO/TS 16949 and VDA 6.1, 6.2, 6.3	
Brief outline of the course: Definition of management systems for automotive industry, structure and process creation for sustainability of management systems for automotive industry, implementation of management systems for automotive industry, requirements for management systems in automotive industry, standard ISO/TS 16949 and VDA 6.3	
Recommended literature: 1. IATF 16949:2016. Systém manažerstva kvality v automobilovom priemysle. 2. PAČAIOVÁ, H., MARKULIK, Š., NAGYOVÁ, A. 2016. Význam rizika v manažérskych systémoch. Košice: BEKI design. ISBN 9788055326184. 3. HRUBEC, J., VIRČÍKOVÁ, E. 2009. Integrovaný manažérsky systém. Nitra: Slovenská poľnohospodárska univerzita. ISBN 978-80-552-0231-0.	

4. STN EN ISO 9001:2016 Systémy manažérstva kvality. Požiadavky						
Language of instruction: slovak, english						
Notes:student time load: 150 hours Combined studium (L, W, C): 39 Self-study: 31 preparation of partial tasks: 40 preparation of final project: 40						
Course assessment The final number of assessed students: 28						
A	B	C	D	E	FX(0)	FX(1)
53.57	25.0	10.71	3.57	7.14	0.0	0.0
Instructor: doc. Ing. Zuzana Závadská, PhD., Ing. Lucia Hudáková, PhD.						
Last changed: 30.11.2021						
Approved by: prof. Ing. Ján Závadský, PhD.						

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_MR	Course name: Risk Management
Type, extent and method of instruction: Form of instruction: Lecture Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 3.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: elaboration of semestral work and its presentation: 30 points b) final assessment: written test: 70 points	
Learning objectives: the student: 1. uses the acquired knowledge to evaluate the importance of risk in an enterprise, 2. is able to analyze risk in an enterprise (identify and assess the importance of risk factors), 3. applies quantitative and qualitative methods of measuring risk, 4. evaluates the results of measuring risk, and chooses suitable methods for making decisions in uncertain conditions and/or risk, 5. proposes measures oriented on prevention of risk as well as reduction of the impact of the existing risk, 6. suggests system of monitoring the effectiveness of measures taken to eliminate risk in an enterprise.	
Brief outline of the course: Certainty, risk, uncertainty, ambiguity and their place in entrepreneurship. Foundations of risk, model and life cycle of risk. Clear and entrepreneurial risks. Sources of risk and areas of their influence. Goals and tools of risk management. Risk assessment process according to ISO 31000. Analysis of risk. Methods of risk identification. Methods of risk prioritization. Parameters of measuring risk dimensions – probability, division of probability. Methods of measuring risk. Managerial decision-making in uncertain conditions. Decision-making in risky conditions. Methods of risk elimination. Evaluation of riskiness of an enterprise as a whole. Crisis management of an enterprise.	
Recommended literature: 1. STN ISO 31000: 2019 Manažérstvo rizika. Návod. 2. VESELOVSKÁ, L. 2020. Manažment dodávateľsko-odberateľských reťazcov v období krízy. Poprad : Výskumný ústav ekonomiky a manažmentu. ISBN 978-80-973663-0-8. 3. SMEJKAL, V., RAIS, K. 2006. Řízení rizik ve firmách a jiných organizacích. Praha: GRADA Publishing. ISBN 80-247-1667-4. 4. BEDNÁRIK, J., SEKEROVÁ, B. 2017. Krízový manažment a krízová komunikácia v praxi. Trnava: Univerzita sv. Cyrila a Metoda v Trnave. ISBN 978-80-8105-928-5.	

5. VESELOVSKÁ, L. 2019. Achieving flexibility: a new trend in supply chain management. Banská Bystrica : Belianum. Matej Bel University Press : Matej Bel University in Banská Bystrica, Faculty of Economics. ISBN 978-80-557-1651-0

Language of instruction:

slovak, english

Notes:student time load:

150 hours

combined study (P, S, K): 39 h

self-study: 56 h

information collecting: 20 h

seminar work elaboration: 35 h

Course assessment

The final number of assessed students: 52

A	B	C	D	E	FX(0)	FX(1)
26.92	17.31	26.92	7.69	15.38	1.92	3.85

Instructor: doc. Ing. Lenka Veselovská, PhD.

Last changed: 02.03.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_SRK	Course name: Statistical quality management
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 2.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: elaboration of semestral work and its presentation: 30 points b) final assessment: written test: 70 points	
Learning objectives: the student: <ol style="list-style-type: none"> 1. will be acquainted with the basic principles of statistical quality management, 2. can apply statistical quality management methods, 3. is able to identify bottlenecks in the quality management process 4. assess the suitability of the application of selected statistical quality management methods depending on the needs of the enterprise 5. is able to ensure technical quality control of production by applying the principles of metrology. 	
Brief outline of the course: The essence and importance of statistical quality management. Defining the relationship between quality management and statistical quality management. Statistical quality management methods. Statistical regulation. Statistical review. Basics of metrology and technical quality control. Principles of quality measurement.	
Recommended literature: <ol style="list-style-type: none"> 1. ZÁVADSKÁ, Z., KORENKOVÁ, V. 2017. Procesný manažment. Bratislava: Wolters Kluwer. ISBN 978-80-8168-554-5. 2. STN EN ISO 9001: 2016 Systémy manažérstva kvality. Požiadavky 3. PAČAIOVÁ, H., TURISOVÁ, H. 2017. Inžinierstvo kvality produkcie: vysokoškolská učebnica. Košice: Technická univerzita, Strojnícka fakulta. ISBN 9788055326566. 4. DOVICA, M. a kol. 2006. Metrológia v strojárstve. Košice: EMILENA. ISBN 80-8073-407-0. 5. ZÁVADSKÝ, J. a kol. 2012. Manažment III. Systémový prístup k manažmentu a auditu organizácie. Bratislava: IURA EDITION. ISBN 978-80-807851-23. 6. ZÁVADSKÝ, J. 2006. Metódy, nástroje a techniky manažérstva kvality. Banská Bystrica: Univerzita Mateja Bela. ISBN 80-8083-189-0 7. MATEÁŠOVÁ, M., MELUCHOVÁ, J. 2019. Interné smernice firmy v roku 2019 : praktický návod a editovateľné vzory pre nastavenie vnútornej kontroly. Bratislava: Nakladateľstvo Fórum. ISBN 9788089852093. 	

Language of instruction: slovak, english						
Notes:student time load: 150 hours combined study (P, S, K): 39 h self-study: 31 h information collecting: 40 h seminar work elaboration: 40 h						
Course assessment The final number of assessed students: 45						
A	B	C	D	E	FX(0)	FX(1)
28.89	33.33	24.44	8.89	4.44	0.0	0.0
Instructor: doc. Ing. Lenka Veselovská, PhD.						
Last changed: 02.03.2022						
Approved by: prof. Ing. Ján Závadský, PhD.						

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_SM	Course name: Strategic Management
Type, extent and method of instruction: Form of instruction: Lecture Course type: A (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 52s Method of study: combined	
Number of credits: 6	
Recommended semester/trimester: 1.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: continuous work on assigned tasks: maximum 24 points, data collection: maximum 6 points, elaboration of a group project in a selected company: maximum 30 points, continuous assessment together: maximum 60 points b) final assessment: written test: 0 - 40 points	
Learning objectives: The student can: 1. understand the process of creating a business strategy, implementation principles and knows the ways and types of strategic control, 2. control methods and techniques for the implementation of strategic analysis of external and internal business environment, 3. formulate strategic goals and choose the appropriate approach to the selection strategy 4. 4.acquire strategic thinking and the ability to integrate knowledge from multiple functional areas of the company, 5. confront theoretical basis to situations in practice and on the basis of a critical evaluation of proposing their own solutions, 6. demonstrate the ability to teamwork and make its opinion supported by strong arguments.	
Brief outline of the course: Definition and importance of strategic management. The process of strategy development in the enterprise. Defining mission, vision, philosophy and values. Strategic analysis of the external macro-environment, industry, market and selected stakeholders microenvironment. Strategic analysis of internal business environment, key success factors, the nature of competitive advantage, differentiation and USP (unique selling proposition). Classification of strategies and strategic approaches by type of industry and business. Implementation of the strategy, types of organizational structures and management of strategic change. Strategic control, audit and controlling.	
Recommended literature: 1. MINÁROVÁ, M., MALÁ, D. 2011. Strategický manažment. Banská Bystrica: EF UMB. 166 s. ISBN 978-80-557-0245-2-3. 2. SLÁVIK, Š. 2014. Strategický manažment. Bratislava: Sprint. 390 s. ISBN 978-80-89393-96-1.	

3. LESÁKOVÁ, D. 2014. Strategický marketing. Bratislava: Sprint dva. 350 s. ISBN 978-80-897-1007-2.
4. TYLL, L. 2014. Podniková strategie. Praha: C. H. Beck. 304 s. ISBN 978-80-7400-507-7.
5. CHLEBOVSKÝ, V. 2017. Management zákaznických řešení. Praha: Grada Publishing. 124 s. ISBN 978-80-271-0559-5.
6. BARTKOVÁ, L. 2021. Požiadavky normalizovaných manažerských systémov na marketingovú analýzu. Banská Bastrica: Belianum. 160 s. ISBN 978-80-557-1870-5.
7. BARTKOVÁ, L. 2021. Manažérstvo vzťahov so zákazníkmi ako integrálna súčasť systémov manažerstva kvality. Banská Bastrica: Belianum. 148 s. ISBN 978-80-557-1878-1.
8. FOTR, J. 2020. Tvorba strategie a strategické plánování. Praha: Grada Publishing. ISBN 978-80-271-24 99-2

Language of instruction:

english

Notes:student time load:

180

Combined study (P, S, K): 52

Self-study: 54

Elaboration assignments: 24

Elaboration of seminar work: 40

Information collecting: 10

Course assessment

The final number of assessed students: 77

A	B	C	D	E	FX(0)	FX(1)
3.9	15.58	22.08	25.97	24.68	1.3	6.49

Instructor: Ing. Lucia Bartková, PhD., univerzitný docent

Last changed: 18.10.2022

Approved by: prof. Ing. Ján Závadský, PhD.

Course Description

University: Matej Bel University in Banská Bystrica	
Faculty: The Faculty of Economics	
Code: E_2_TUR	Course name: Sustainable development
Type, extent and method of instruction: Form of instruction: Lecture Course type: B (A - Compulsory courses, B - Compulsory elective courses, C - Elective courses) Recommended number of periods: 39s Method of study: combined	
Number of credits: 5	
Recommended semester/trimester: 2.	
Level: II.	
Prerequisites:	
Course completion conditions: a) continuous assessment: elaboration of semestral work and its presentation: 40 points b) final assessment: written test: 60 points	
Learning objectives: the student is able to: <ol style="list-style-type: none"> 1. to understand the difference between an industrial and a new model of economy based on sustainable development, 2. understand the basic principles of sustainable development of society, 3. assess barriers and problems of sustainable development at the level of society and enterprise, 4. apply the principles of sustainable development to enterprise management systems, 5. apply the principles of sustainable development to the implementation of enterprise processes, 6. motivate people to sustainable enterprise development, 7. implement measures leading to the sustainable development of enterprise management systems, 8. evaluate the success of the strategy of sustainable development of enterprise management systems.. 	
Brief outline of the course: Definition of the basic concepts of sustainable development, strategic management and its paradigm for the 21st century, historical background of sustainable development, definition of the concept of sustainable development, basic principles of sustainable development of society. Barriers and problems of sustainable development at the level of society and enterprise. Globalization and its impact on the development of society. Industrial (traditional) model of economy versus sustainable (new) model of economy, sustainable development and industrial enterprise, analogy of social and natural systems as a basis for sustainable development, barriers to applying sustainable development in enterprise practice, integration of sustainable development concept into management systems and subsystems.	
Recommended literature: <ol style="list-style-type: none"> 1. SAKÁL, P. a kol. 2013. I., Vymedzenie základných pojmov trvalo udržateľného rozvoja/ udržateľného rozvoja a spoločensky zodpovedného podnikania v kontexte zmeny paradigmy strategického manažmentu. Trnava: AlumniPress. ISBN 978-80-8096-186-2. 2. MACIKOVÁ, L., MARKOVIČ, P. 2017. Udržateľnosť sustainability podnikania: výzva pre finančný manažment podniku 21. storočia. Bratislava: KARTPRINT. ISBN 9788089553488. 	

3. KLAUS, V. 2017. Zničí nás klima nebo boj s klimatem. Praha: Cosmopolis. ISBN 9788027105892.
4. OBADI, S. M. a kol. 2017. Vývoj a perspektívy svetovej ekonomiky : krehký posun z oblasti rizika do rastovej trajektórie. Bratislava : Ekonomický ústav Slovenskej akadémie vied. ISBN 9788071442790.
5. FLAŠKA, F., KOLOŠTA, S. 2017. Priemyselné a bioenergetické lokálne produkčné systémy. Banská Bystrica : Vydavateľstvo Univerzity Mateja Bela - Belianum: Univerzita Mateja Bela, Ekonomická fakulta. ISBN 978-80-557-1254-3
6. DIXIT, A.K., NALEBUFF, B. 2010. The Art of Strategy. New York: W. W. Norton & Company. ISBN 978-0-393-33717-4.
7. ZÁVADSKÁ, Z., ZÁVADSKÝ, J. 2020. Industry 4.0 a inteligentné technológie v rozvoji manažmentu výroby podniku. Banská Bystrica: Vydavateľstvo Univerzity Mateja Bela - Belianum: Univerzita Mateja Bela v Banskej Bystrici, Ekonomická fakulta. ISBN 978-80-557-1732-6
8. KUČERA, M., KRILEK, J., HELEXA, M. 2017. Metrológia pre technikov. Zvolen: Technická univerzita vo Zvolene. ISBN 978-80-228-2973-1
9. MCELHANEY, K.A. 2011. Dobrý biznis. strategická príručka ako zladíť program spoločenskej zodpovednosti so značkou firmy. Bratislava: Eastone Books. ISBN 978-80-8109-193-3
10. E-zdroje: webové portály: Svetová banka, medzinárodné organizácie – Organizácia Spojených národov a i.

Language of instruction:

slovak, english

Notes:student time load:

150 hours

combined study (P, S, K): 39 h

self-study: 31 h

information collecting: 40 h

seminar work elaboration: 40 h

Course assessment

The final number of assessed students: 29

A	B	C	D	E	FX(0)	FX(1)
10.34	6.9	41.38	20.69	20.69	0.0	0.0

Instructor: doc. Ing. Lenka Veselovská, PhD.

Last changed: 02.03.2022

Approved by: prof. Ing. Ján Závadský, PhD.