List of modules
Study programme: Project Management
Level of study: first
Mode of study: full-time

List of information sheets:

New	*Accounting*
New	*Bachelor's project*
New	*Business Economics*
New	*Business Information Systems and IT Tools*
New	*Corporate Finance and Economics*
New	*Diversity, Equality and Inclusion in Projects*
New	*Entrepreneurship and Innovation*
New	*Ethics and Sustainability*
New	*European programmes and funds*
New	*Finance*
New	*Financial Management of Projects*
New	*Human Resources and Competencies*
New	*Change Management*
New	*Introduction to project management*
New	*Law for Managers*
New	*Macroeconomics*
New	*Management*
New	*Marketing and Project Communication*
New	*Microeconomics*
New	*Modern Trends in Project Management*
New	*Professional Practice I.*
New	*Professional Practice II.*
New	*Programme and Project Funding*
New	*Project Controlling and Reporting*
New	*Project Implementation and Monitoring*
New	*Project Management Approaches*
New	*Project Management Standarts*
New	*Project Processes*
New	*Public Procurement*
New	*Risk and Opportunity Management*
New	*Semester Project I.*
New	*Semester Project II.*
New	*Semester Project III.*

New	*State Examination with Thesis Defence*
New	*Statistical and Decision-Making Methods for Project Management*
New	*Strategic Planning and Project Portfolio*
New	*Tax system*

SUBJECT INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava

Faculty/institute: Institute of Management

Subject code: *new*	Subject name: Bachelor's Project

Type, scope and method of educational activities:
Type (L, CL, S): L
Scope: 2 hours per week seminar
Method: in person
Mode: full-time

Number of credits: 3

Recommended semester: 5

Level of study: first

Prerequisite courses: -

Conditions for completing the subject:

- Active participation in seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination.
- In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments as set by the lecturer are required to sit the written examination.
- 100% final assessment – 50% continuous assessment, 50% final presentation and submission of the bachelor's project. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).

Educational outcomes:
Upon completion of the course, the student will acquire the following knowledge, skills and competences:

1. *Knowledge*: The student understands the methodology for writing a bachelor's thesis and is familiar with the procedures for searching for, evaluating and processing academic sources. They have mastered the principles of formulating the thesis's objectives, selecting appropriate methods of analysis and structuring an academic text.
2. *Skills*: The student is able to independently conduct academic research, apply appropriate analytical and project methods, evaluate the findings and propose a solution to a specific problem. They are able to produce an academic text in accordance with methodological and formal requirements and present the results of their work.
3. *Professional competences*: The student is able to independently solve a specialist problem in the field of project management, proceed systematically when working on a project, and take responsibility for the quality and content of the work produced.
4. *Transferable competences*: The student develops analytical and critical thinking, the ability to work with information, written and oral communication, and the ability to organise their own work.

Brief content of the subject:

1. Introduction to the issues surrounding the bachelor's project. Specification of the topic according to the assignment, definition of the project's objective, formulation of the research/project problem and expected outcomes.
2. Overview of specialist databases and information sources (WoS, Scopus, EBSCO, Google Scholar, statistical databases, public registers). Principles of working with specialist sources.
3. Determination of keywords, search strategy and selection of sources. Criteria for source quality. Commencement of the literature review.
4. Study and systematisation of available literature I. Development of the theoretical foundations of the thesis. Creation of an outline for the theoretical section.
5. Study and systematisation of available literature I. Development of the theoretical foundations of the thesis. Creation of an outline for the theoretical section.

6. Methodology of the bachelor's project. Selection of methods (analytical, comparative, financial, project tools), data sources, processing procedure and project schedule.
7. Methodology of the bachelor's project. Selection of methods (analytical, comparative, financial, project tools), data sources, processing procedure and project schedule.
8. Analysis of the problem in specific contexts (organisation, project, public body, enterprise). Data collection and processing.
9. Evaluation of findings from the analysis. Interpretation of results and identification of key problems or shortcomings.
10. Proposal for a solution or optimisation. Development of a project or management proposal using knowledge gained during the study.
11. Evaluation of the objectives achieved. Assessment of the feasibility of the proposed solution, and its economic and managerial impacts.
12. Written documentation of the bachelor's project. Formatting of the thesis, standard citation, checking of structure and logical coherence.
13. Presentation and defence of the bachelor's project as part of the course. Discussion of proposed solutions and final submission of the project. Preparation for the defence of the bachelor's thesis.

Recommended literature:

1. Books, journals and other literature relevant to the project topic.
2. Rector's Directive on the basic requirements for final theses, qualification theses, checking their originality, storage and access at the University of Ss. Cyril and Methodius in Trnava.
3. Guidelines on Plagiarism at the University of Ss. Cyril and Methodius in Trnava.
4. Internal Regulations of the Faculty/institute of Arts, University of St. Cyril and Methodius – Guidelines for Bachelor's and Master's Theses, Citation Rules.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
90 hours, of which:
blended learning (L, S, C): 26
self-study: 28
other: preparation and completion of the bachelor's project (assignments): 36

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Tax System
Type, scope, and method of educational activities: Type (L, T, S): LTS Scope: 2 hours per week of lectures Method: in person Mode: full-time	
Number of credits: 2	
Recommended semester: 4	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • To be eligible for the examination, students must attend seminars and complete assignments during the semester, as set by the lecturer. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars, and the completion of assignments as set by the lecturer, are required to sit the written examination. • 100% final assessment – 60% written examination, 30% seminar paper on a set topic, and 10% completion of ongoing assignments and presentation of the seminar paper. • The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: a student who completes this compulsory elective module will retain and interpret the theoretical knowledge acquired when examining issues relating to taxes and the tax system in the context of resolving taxation matters; is able to identify and quantify tax liability based on basic calculation formulas for individual types of tax in accordance with applicable standards; applies tax legislation and the basic principles of tax calculation in practice; analyses the basic principles of the functioning of the tax system, legislative standards and elements of the tax system in the context of the development of the economic system at both national and supranational levels. 2. *Skills*: the student is able to analyse and apply basic taxation concepts relating to the taxation of the income of natural and legal persons; the ability to determine the income tax base and calculate the tax liability of individuals and legal entities; the ability to complete an income tax return for individuals and legal entities and settle matters with the tax authority. 3. Professional competences: the student has the ability to apply the acquired knowledge and skills in solving problem-based tasks in the field of taxation of the income of natural and legal persons and to adopt effective and efficient solutions, as well as the ability to work both independently and as part of a team. 4. *Transferable competences*: Students on this course will develop analytical skills, the ability to plan their work, the ability to apply strategic and conceptual thinking, the ability to make decisions and take responsibility.	
Brief content of the subject: 1. Introduction to the theory of tax revenue. 2. Requirements for a tax system. 3. Tax policy and tax reforms. 4. Tax administration and the Slovak tax system. Tax elements. 5. Value added tax. VAT in the import and export regime. 6. Selective excise duties.	

7. Property and local taxes.
8. Pension taxes. Personal income tax and basic tax calculation schemes.
9. Corporate income tax and basic tax calculation schemes.
10. International aspects of income taxation.
11. Double taxation agreements.
12. Tax harmonisation and tax competition.
13. Tax audits. Tools for combating tax evasion.

Recommended literature:

1. Tax legislation of the Slovak Republic.
2. HUŇADY, J., IŠTOK M. 2020. *The Tax System*. Banská Bystrica: Matej Bel University Press – Belianum, 2020. 198 pp. ISBN 978-80-557-1725-8.
3. HUŇADY, J., IŠTOK M. 2020. *The Tax System – A Collection of Examples*. Banská Bystrica: Matej Bel University Press – Belianum, 2020. 70 pp. ISBN 978-80-557-1740-1.
4. MEDVEĎ, J. et al. 2009. *Tax Theory and the Tax System*. Bratislava: Sprint dva, 2009. 288 pp. ISBN 978-80-89393-09-1. 6.
5. MEDVEĎ, J., NEMEC, J. et al. 2011. 6th ed. Bratislava: Sprint dva, 2011. 640 pp. ISBN 978-80-89393-46-6.
6. SCHULZOVÁ, A. et al. 2018. *Taxation: Tax Theory and Policy I*. Bratislava: Wolters Kluwer 2018. 360 pp. ISBN 978-80-759-8107-3. 4th ed.
7. ŠIROKÝ, J. 2018. *Taxation in the European Union*. Prague: Leges, 7th edition, 2018, 384 pages. ISBN 978-80-7502-274-5.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
60 hours, of which:
blended learning (L, S, C): 26
self-study: 13
other: assignment: 21

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Stanislava Honzová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Diversity, Equality and Inclusion in Projects
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of seminars Method: in person Mode: full-time	
Number of credits: 5	
Recommended semester: 2	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, the prerequisite for sitting the written examination is a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics as set by the lecturer. • 100% final assessment – 70% written examination, 30% completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: The student will understand the basic concepts, principles and approaches in the field of diversity, equity and inclusion (DEI) in the context of project management. They will gain theoretical knowledge of the importance of DEI in the individual phases of the project life cycle, of the diversity of project teams and stakeholders, as well as of the ethical, social and cultural aspects of project management. Students will acquire knowledge of the links between DEI and sustainability, social responsibility and the long-term impacts of projects. 2. *Skills*: Students will be able to identify and analyse manifestations of diversity, equity and inclusion in projects, recognise DEI risks and barriers, and propose appropriate measures to eliminate them. They will be able to apply the principles of inclusive planning and project design, assess decision-making processes in terms of fairness and transparency, and use basic tools to measure and evaluate DEI in projects. They will gain the ability to work with case studies and formulate recommendations for improving DEI in specific projects. 3. *Professional competences*: The student is prepared to apply the principles of diversity, equity and inclusion in the planning, implementation and evaluation of projects across various types of organisations. They are able to integrate DEI into project management, leadership and decision-making processes with the aim of enhancing the quality, effectiveness and sustainability of project outcomes. They possess the competencies to support ethical and responsible project management and to collaborate with diverse stakeholders. 4. *Transferable skills*: Students develop critical and analytical thinking, the ability to work in a team and communicate effectively in diverse environments. They strengthen their empathy, intercultural sensitivity and ability to resolve conflicts and dilemmas in complex situations.	
Brief content of the subject:	

1. Introduction to diversity, equity and inclusion (DEI) in projects – the historical development of the DEI concept; its significance in project management; an overview of DEI trends in organisations and projects; the role of DEI in project management; the position of DEI in project management; basic approaches to integrating DEI into projects.
2. Equality and fairness in projects – differences between equality and fairness; principles of fair project management, approaches and ethical dilemmas in project ; equal opportunities in project teams; fair allocation of resources; the project manager's responsibilities; practical examples.
3. Types of diversity in project teams – demographic diversity in project teams; cultural and social diversity; professional and functional diversity; the benefits of diversity for team collaboration; challenges in managing project teams.
4. Stakeholder diversity in projects – identifying project stakeholders; classification of stakeholders; diversity of stakeholder needs; communication with stakeholders; conflict of interest in projects; involving stakeholders in project processes.
5. Inclusion as a tool for enhancing the performance and quality of project teams – inclusive working environment; involving team members in decision-making; promoting participation in projects; the impact of inclusion on collaboration; the impact of inclusion on communication within the project; inclusion as a factor in the quality of teamwork; the relationship between inclusion and trust in project teams.
6. Inclusive project planning and design – principles of inclusive project planning; taking into account the needs of different groups; inclusive project objectives and outputs; resource planning from a DEI perspective; integrating DEI into the project cycle.
7. Equality and fairness in project decision-making – decision-making processes in projects; transparency and fairness of decisions; biases and their impact on decision-making; participatory decision-making; the project manager's responsibility.
8. DEI risks and barriers in projects – identifying risks associated with DEI; discrimination and exclusion in projects; risks of discrimination and exclusion; organisational barriers to DEI implementation; prevention and management of DEI risks.
9. DEI and leadership in project management – the role of the leader in supporting DEI; inclusive leadership styles; ethical leadership in projects; motivation and support for project team members; leader self-reflection; development of managerial competencies; practical examples.
10. Diversity and management in multicultural and international projects – specifics of multicultural projects; cultural differences in project management; communication in international teams; managing collaboration in a diverse environment; conflict management in a multicultural environment; coordination of international teams; adaptation of project processes; practical examples.
11. DEI as a factor in project sustainability and social responsibility – the relationship between DEI and sustainability; DEI as part of CSR; the role of DEI within ESG; the social impacts of projects; organisational responsibility; practical examples.
12. Measuring and evaluating DEI in projects – DEI indicators and metrics; monitoring DEI in projects; tools for evaluating DEI; data collection and interpretation; assessing the impact of DEI measures; reporting and communicating results; utilising evaluation results.
13. Practical tools and recommendations for implementing DEI in projects – integrating DEI into project strategy; planning DEI measures; managing change in projects; ensuring the sustainability of DEI; evaluating the effectiveness of DEI measures.

Recommended literature:

1. ABUDAQQA, H. 2024. The Impact of Employee Diversity on Project Management Work Performance: A Case Study. In *International Journal of Business Analytics and Security* (IJBAS), vol. 4, *no.* 1, pp. 95–103. ISSN 2958-5791.
2. AMAYO, E. B., OWULADE, O. A., ISI, L. R. 2023. The Role of Diversity and Inclusion in Enhancing Project Team Performance and Delivery in Multinational Environments. In *Journal of Frontiers in Multidisciplinary Research*, vol. 04, no. 01, pp. 48–58. ISSN 3050-9726.

3. AMBARWATI, R., SUTIAPERMANA, A., JEJEN, A., PRIATNA, I. A., RUSTANDI, N., & ADHA, W. M. 2024. Implementation of Diversity Management to Increase Organisational Inclusivity in the Department of Industry, Trade, Mining and Energy in South Kalimantan Province. In *Jurnal Ekonomi*, vol. 13, no. 01, pp. 107–119. ISSN 2721-9879.
4. ANDRADE, T. 2025. *Beyond a checkbox: A practical guide to implementing diversity, equity, inclusion and belonging strategies*. IDOS. 47 p. DOI: 10.23661/r1.2025
5. BAKER, M., FRENCH, E., ALI, M. 2021. Insights into the ineffectiveness of gender equality and diversity initiatives in project-based organisations. In *Journal of Management in Engineering*, vol. 3, no. 3, ISSN 0402-1013.
6. CIZMAȘ, E., FEDER, E. S., MATICIUC, M. D., VLAD-ANGHEL, S. 2020. Team management, diversity, and performance as key influencing factors of organisational sustainable performance. In *Sustainability*, vol. 12, no. 18, 7414 p. ISSN 2071-1050.
7. DACRE, N., EGGLETON, D., GKOGKIDIS, V., & CANTONE, B. 2021. Expanding the paradigm of project success: a review of diversity as a critical success condition in project management. *Available at* SSRN 5001594.
8. EYIAH, A. K., BONDINUBA, F. K., ADU-GYAMFI, L., LIPHADZI, M. 2025. Promoting Effective Management of Cultural Diversity in Multinational Construction Project Teams. In *Buildings*, vol. 15, no. 5, p. 659. ISSN 2075-5309.
9. JERAB, D. 2025. Diversity and inclusion in leadership positions. *Available at* SSRN 5086945.
10. HUEMANN, M., TURNER, R. 2024. *The Handbook of Project Management*. Routledge. 2024. 667 p. ISBN 978-1-032-22763-4.
11. MARQUES, J., DHIMAN, S. 2022. *Leading with Diversity, Equity and Inclusion.* Springer. 2022. 491 p. ISBN 978-3-030-96652-3.
12. OKORO, T. 2025. *Foundations of Diversity and Inclusion in Project Management: Book one*. Association for Project Management. 111 pp. ISBN 978-1-913-30551-2.
13. POPESCU, A. D., BORCA, C., FISTIS, G., & DRAGHICI, A. 2014. Cultural diversity and differences in cross-cultural project teams. In *Procedia Technology*, vol. 16, pp. 525–531. ISSN 2212-0173.
14. REHMAN, S. U. 2020. Impact of Inclusive Leadership on Project Success. In *Journal of Engineering, Project, and Production Management*, vol. 1, no. 2, 87. ISSN 2223-8379.
15. SENGUPTA, S., S., JYOTHI, P., KALAGNANAM S., CHARUMATHI, B. 2024. *Diversity, Equity and Inclusion: Creating value-based sustainable organisations*. Routledge. 2024. 574 p. ISBN 979-8-103-278287-4.
16. WINNICKA-WEJS, A. 2024. The Role of Inclusivity in Building Organisational Resilience. In *Scientific Papers of Silesian University of Technology. Organization & Management/Zeszyty Naukowe Politechniki Slaskiej. Seria Organizacji i Zarzadzanie*, vol. 212. ISSN 1641-3466.
17. WRIGHT, Q. 2022. The Diversity, Equity and Inclusion Mindset in Project Management. PMO Nerd LLC. 2022. 134 pp. ISBN 979-8-218-00679-2.
18. ZARODA-DĄBROWSKA, A., DĄBROWSKI, T. 2019. *The Essentials of Diversity & Inclusion Management by Diversity Hub*. AT Wydawnictwo. 2019. 130 p. ISBN 989-83-66445-03-1.
19. ZEIN, O. 2016. *Culture and project management: Managing diversity in multicultural projects*. London: Routledge. 2016. 282 p. ISBN 978-1-315-57546-9.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
150 hours, of which:
blended learning (L, S, C): 50
self-study: 60
other: completion of assignments in seminars: 40

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Martina Hudecová, PhD.
Date of last change: 12.03.2026
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Business Economics
Type, scope, and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of seminars Method: in person, Mode: full-time	
Number of credits: 5	
Recommended semester: 2	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, the prerequisite for sitting the written examination is a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics, as set by the lecturer. • 100% final assessment – 80% written examination, 20% completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, students will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will acquire basic knowledge of how a business operates in a market economy. They will understand a company's assets and liabilities, the formation of profit or loss, the importance of cash flow, and the principles of financial management. They will be familiar with basic sources of financing, capital structure, the time value of money, and simple methods of investment evaluation. 2. *Skills*: Students will be able to work with basic financial data of a business, calculate simple interest relationships and interpret basic financial indicators. They will be able to assess the basic financial situation of a business, analyse costs and make a preliminary evaluation of an investment proposal. 3. *Professional competences*: Students will be able to apply knowledge of business economics in the simple economic assessment of business and project decisions. They will be able to interpret financial data and take into account the economic consequences of decisions. 4. *Transferable competences*: The course develops analytical thinking, the ability to work with economic information and to make decisions with regard to financial implications.	
Brief content of the subject: 1. The enterprise and its position in the economy. The nature of the enterprise, its functions and objectives. Types of enterprises by legal form and ownership. The enterprise as a market entity and its relationships with its environment. Basic principles of business in a market environment. 2. The enterprise's financial relationships, assets and liabilities. Characteristics of the enterprise's assets (long-term and short-term assets). The enterprise's liabilities and their classification. The relationship between assets and the sources of their funding. Basic financial statements – the balance sheet. 3. Profit and loss and cash flow. Revenues, costs and profit. Profit and loss. The difference between profit and cash flow. The importance of cash flow for managing a company's liquidity.	

4. Basic principles of financial management. Objectives of financial management. Liquidity, profitability and indebtedness as the cornerstones of a company's financial health. The golden rule of financing.
5. Time value of money. Basic principles of interest. Simple and compound interest. Present and future value of money. Discounting.
6. A company's asset and capital structure. The relationship between assets and liabilities. Own and external sources of financing. Stability of the capital structure and its impact on a company's financial health .
7. Internal sources of financing (profit, depreciation). Self-financing. Retained earnings. Depreciation as a source of asset renewal. Basic methods of accounting depreciation.
8. External sources of financing (loans, leasing). Bank loans and their basic characteristics. Interest rates.
9. Leasing as a form of asset financing. Advantages and risks of external financing.
10. Business cost management. Classification of costs (fixed, variable). Break-even point. Relationship between costs, revenues and production volume.
11. Cost of capital and interest. The nature of interest. Cost of capital. Basic understanding of the cost of equity and debt capital.
12. Introduction to corporate financial analysis. Key financial ratios (liquidity, indebtedness, profitability). The importance of financial analysis in business valuation.
13. Basic investment decision-making. The nature of investment. Simple methods of evaluating efficiency, payback period. Introduction to net present value (NPV) as a principle of discounting future cash flows.

Recommended literature:

1. BREALEY, R.A., MYERS, S.C., ALLEN, F. 2020. *Principles of Corporate Finance*. 13th edition. New York: McGraw-Hill Education. ISBN 978-1-260-56555-6.
2. BRIGHAM, E.F., HOUSTON, J.F. 2019. *Fundamentals of Financial Management*. 15th edition. Boston: Cengage Learning. ISBN 978-1-337-63686-0.
3. GITMAN, L.J., ZUTTER, C.J. 2018. *Principles of Managerial Finance*. 15th edition. Boston: Pearson. ISBN 978-0-13-464545-6.
4. HARRISON, J.S., ST. JOHN, C.H. 2014. *Foundations in Strategic Management and Corporate Finance*. 2nd edition. Boston: Cengage Learning. ISBN 978-1-111-81438-1.
5. KRIŠTOFÍK, P., ŠLAMPIAKOVÁ, L. 2021. Differences in the Capital Structure of Publicly Traded Companies in Europe and the USA. In *Political Economy: Theory, Modelling, Applications*. Prague: University of Economics. ISSN 0032-3233.
6. KRIŠTOFÍK, P., ŠLAMPIAKOVÁ, L., FENDEKOVÁ, J. 2020. Do Financial Systems in Europe Converge? Evidence from Enterprise Financial Liabilities Comparing Eurozone and Non-Eurozone Countries. In *Transformations in Business & Economics*. Vilnius: Kaunas Faculty/institute. Vol. 19, no. 3, pp. 21–37. ISSN 1648-4460.
7. ROSS, S.A., WESTERFIELD, R.W., JAFFE, J. 2019. *Corporate Finance*. 12th edition. New York: McGraw-Hill Education. ISBN 978-1-259-74769-3.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
150 hours, of which:
blended learning (P, S, C): 50
self-study: 60
other: completion of assignments in seminars: 40

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: Ing. Lea Šlampiaková, PhD., univ. doc., JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Ethics and Sustainability
Type, scope, and method of educational activities: Type (L, TL, S): LTL Scope: 2 hours per week of lectures Method: in person Mode: full-time	
Number of credits: 2	
Recommended semester: 1	
Level of study: first	
Prerequisite courses: -	
Conditions for passing the course: • To be eligible to sit the examination, students must complete the continuous written assessment and achieve more than 50% of the total marks for the continuous assessment. • For students following an individual study plan, admission to the written examination is conditional upon a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics, as set by the lecturer. • 100% final assessment – 60% written examination, 40% continuous assessment. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, students will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will gain a basic overview of ethics and sustainability in the context of project management. They will understand the main ethical theories and principles of professional ethics for project managers. They will become familiar with the concept of sustainable development and its environmental, social and economic dimensions. They will gain knowledge of ethical decision-making, resolving ethical dilemmas, managing stakeholder relationships, and the principles of transparency, accountability and integrity in projects. At the same time, they will understand current trends in sustainability and ESG in project management. 2. *Skills*: Students will be able to identify ethical risks and dilemmas in project management and propose appropriate solutions in accordance with professional and ethical principles. They will be able to assess projects in terms of environmental, social and economic sustainability and take into account the long-term impacts of project decisions. They will be able to apply principles of ethical conduct when resolving conflicts within a project. They will acquire the ability to analyse case studies and apply the knowledge gained in practice. 3. *Professional competences*: Students will acquire the ability to apply ethical and sustainable principles in project management across various sectors. They will be prepared to act responsibly when making decisions in project management, taking into account the public interest, social impact and long-term value of projects. They will acquire the competencies necessary to promote transparency, integrity and sustainability within project teams and organisations. 4. *Transferable skills*: The course develops critical thinking, the ability to think ethically and make value-based decisions. Students will acquire the ability to argue, communicate objectively and resolve conflicts. The competencies gained will be applicable in various professional and managerial roles, not only in the field of project management but also in a broader social and professional context.	
Brief content of the subject:	

1. Introduction to ethics and sustainability in project management – the importance of ethics in projects, links to governance and project success, the concept of sustainability, regulatory and societal expectations.
2. Basic ethical theories and their application in management practice – utilitarianism, deontology, e nd virtue ethics, application in decision-making, limitations of theories in practice.
3. Professional ethics of the project manager – codes of conduct, conflict of interest, accountability to the client and the team, protection of information.
4. Ethical decision-making and dilemmas in projects – typical dilemmas, decision-making frameworks, time and budget pressures, defending decisions.
5. Stakeholders and social responsibility of projects – identifying stakeholders, balancing interests, social impact, communication with the public.
6. Sustainable development and its pillars – environmental, social and economic dimensions, concept development, links to the project cycle.
7. Environmental sustainability of projects – impact assessment, resource efficiency, waste and emissions, green procurement.
8. Social sustainability and inclusion in projects – working conditions, equal opportunities, community impact, supplier ethics
9. Economic sustainability and long-term value of projects – life-cycle costs, long-term value, efficiency vs. savings, sustainable financing.
10. Ethics, transparency and anti-corruption principles – transparent processes, corruption prevention, control mechanisms, whistleblower protection.
11. Ethics in risk, quality and change management – ethics in risk, quality as a commitment, change management, accountability for failures.
12. Ethics and sustainability in practice – case studies – failure analysis, examples of good practice, discussion of decisions, lessons for practice.
13. Trends, ESG and the future of sustainable project management – ESG criteria, digitalisation and transparency, pressure from regulators and investors, future competencies.

Recommended literature:

1. BAKER, E. W., & NIEDERMAN, F. 2023. *Practitioner Application of Ethics in Ethical Decision-Making Within Projects: A Process Theory View*. Project Management Journal, vol. 54, no. 4, pp. 334–348. ISSN 1938-9507.
2. CHOMOVÁ, K. 2023. *Corporate Social Responsibility*. Ekonóm Publishing House. 226 pp. ISBN 978-80-225-5033-8.
3. JANOŠKOVÁ, K. 2019. *Business Ethics*. Žilina: EDIS, University of Žilina. 113 pp. ISBN 978-80-554-1538-3.
4. PECHOČIAKOVÁ SVITAČOVÁ, E. 2021. *Selected Chapters from Ethics for Economists and Managers*. Nitra: SPU in Nitra. 115 pp. ISBN 978-80-552-2375-9.
5. PIYUSH MISHRA, G.S. DANGAYACH, M.L. MITTAL. 2011. An Ethical Approach to Sustainable Project Success, Procedia: *Social and Behavioural Sciences*, vol. 25, pp. 338–344, ISSN 1877-0428.
6. REMIŠOVÁ, A. 2015. *Current Trends in Business Ethics. From Theory to Practice*. Bratislava: Wolters Kluwer, 260 pp. ISBN 978-80-816-8213-1.
7. REMIŠOVÁ, A. 2011. *Ethics and Economics*. Bratislava: Kalligram. 496 pp. ISBN 978-80-810-1402-4.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
60 hours, of which:
blended learning (L, S, C): 20
self-study: 25
other: preparation for continuous assessment: 15

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Lea Šlampiaková, PhD., univ. doc.
Date of last change: 12.03.2026
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: European Programmes and Funds
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 2 hours per week of seminars Method: in person Mode: full-time	
Number of credits: 7	
Recommended semester: 1	
Level of study: first	
Prerequisite courses: -	
Conditions for passing the course: • To be eligible for the examination, students must complete the continuous written assessment and achieve more than 50% of the total marks for the continuous assessment. • In the case of an individual study plan, the condition for sitting the written examination is a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics, as set by the lecturer. • 100% final assessment – 60% written examination, 40% continuous assessment. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, students will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will gain a basic overview of the functioning of the European Union, its objectives, policies and funding system. They will understand the structure of the EU budget and the significance of the multiannual financial framework, as well as the role of cohesion policy in reducing regional disparities. They will become familiar with the main European Union funds, in particular the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund and the Common Agricultural Policy funds. They will also gain a basic understanding of centrally managed EU programmes, the principles of programming, implementation, financial management, control and audit of EU funds, as well as the current and future priorities of European programmes. 2. *Skills*: Students will be able to navigate the basic documents and funding programmes of the European Union and identify suitable funds and programmes for a specific project or development initiative. They will be able to analyse the basic conditions of calls for proposals, formulate a simple project proposal in accordance with EU rules, and work with case studies of projects funded by EU funds. They will acquire the ability to link theoretical knowledge of EU policies with their practical application. 3. *Professional competences*: Students will acquire the ability to apply their knowledge of European programmes and funds within the public administration, local government, the non-profit sector or other organisations involved in the implementation of EU policies. They will understand the basic principles of financial management, control and audit of EU projects and will be able to collaborate on the preparation, implementation and evaluation of projects funded by EU funds. At the same time, they will acquire the ability to critically assess the use of European resources. 4. *Transferable skills*: The course will contribute to the development of students' analytical and systematic thinking, their ability to work with technical, strategic and programme documents, and the development of basic project-based thinking. Students will acquire the ability to work in teams, communicate effectively and apply the knowledge gained to solve practical problems in various areas of the public and private sectors.	
Brief content of the subject:	

1. European programmes and funds. EU objectives, the principles of solidarity and subsidiarity, the significance of ‘ ’ policies for project funding. An overview of EU programmes from a project perspective. Discussion on the need to fund development projects from EU sources.
2. The European Union budget. Budget structure and the importance of the multiannual financial framework. Reading the EU budget in practice. The link between the budget and calls for projects.
3. The Multiannual Financial Framework. Strategic priorities and expenditure planning. The impact of the Multiannual Financial Framework on the availability of project funding. Examples from the current programming period.
4. The European Union’s Cohesion Policy. Objectives, eligible regions, reducing regional disparities. Mapping of regions and eligibility. Discussion on regional disparities in Slovakia.
5. European Regional Development Fund. Support for infrastructure, innovation and SMEs. Typical projects funded by the ERDF. Examples of good practice.
6. European Social Fund Plus. Employment, social inclusion and education. Typical ESF+ projects. The most common mistakes made by beneficiaries.
7. Cohesion Fund. Investment in transport and environmental infrastructure. Major infrastructure projects. Discussion on their benefits and risks.
8. Common Agricultural Policy and EU funds. Direct payments and rural development. Examples of rural development projects. The link between the CAP and regional development.
9. Centrally managed EU programmes. The difference from shared management. Erasmus+, Horizon and other programmes. Basic overview of calls for proposals.
10. Programming of EU funds at national level. Partnership agreement, operational programmes, managing authorities.
11. The EU funds project cycle. Project identification, eligibility of expenditure, timetable. Simple project proposal. Working with the logical framework.
12. Financial management, control and audit of EU funds. Responsibilities of the project beneficiary. Most common errors in fund utilisation. Lessons learned from controls and audits.
13. European funds in practice and future priorities. Green and digital transformation. Case studies. Discussion on the practical use of funds.

Recommended literature:

1. BRUSSELS ACADEMY. 2024. *The Ultimate Guide on EU Grants and Funding: From Proposal Writing to Project Management*. Published by Brussels Academy.
2. DAŇKO, M., HODOSSY, K., KOVÁČIKOVÁ, H., ŽÁRSKÁ, P. 2020 *Law of European Structural and Investment Funds*. 1st ed. – Bratislava: Comenius University in Bratislava, 315 pp. ISBN: 978–80–7160–580-5.
3. FUNTA, R., JURIŠ, F., KLIMEK, L. 2024. *European Law*. 3rd ed. Bratislava: Wolters Kluwer. ISBN 978-80-571-0662-3.
4. LOPRIORE, M. 2022. *Recovery plans and structural funds: how to strengthen the link?* European Institute of Public Administration.
5. MALATINEC, T., FURDOVÁ, M., ORBÁN MÁTÉ, J. 2019. *Cohesion Policy of the European Union.* European Grouping of Territorial Cooperation Via Carpatia s.r.o.. ISBN 978-80-99926—04-3.
6. MALATINEC, T., MARIŠOVÁ, E., GREŠOVÁ, L. 2015. *EU vision of sustainable agriculture, land use, forestry and management of natural resources – level of convergence of the Slovak state administration with EU requirements*. In *International Journal of Sustainable Development & World Ecology*, vol. 23, no. 3, pp. 257–265. ISSN 1350 4509.
7. MARGARAS, V., SZÉCHY, B., EPRS. 2023. *Guide to EU funding*. Brussels. ISBN: 978- 92- 848- 1032- 1.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
210 hours, of which:

blended learning (P, S, C): 62 self-study: 88 other: completing assignments and preparing for continuous assessment: 60
Course assessment Total number of students assessed:

A	B	C	D	E	FX

Lecturers: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc., PhDr. Kristína Melušová, PhD.
Date of last change: 12.03.2026
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Finance
Type, scope, and method of educational activities: Type (L, TL, S): LTL Scope: 2 hours per week of lectures Method: in person Mode: full-time	
Number of credits: 2	
Recommended semester: 3	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • To be eligible to sit the exam, students must attend lectures and seminars and complete an assignment during the semester, as set by the lecturer. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments as set by the lecturer are required to sit the written examination. • 100% final assessment – 70% written examination, 20% seminar paper and 10% active participation in seminars and completion of ongoing assignments. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: a student who completes this compulsory course will, at a declarative level of knowledge, be able to identify the specific characteristics of the theory of finance, money and currency, public finance, financial markets, corporate finance and international finance; understand current issues in public finance, financial markets, corporate finance and international finance, and critically assess them. 2. *Skills*: the student is able to apply the knowledge acquired in the field of finance according to economic sectors and financial relationships, and to apply the principles of finance and knowledge of financial technologies and investment to practical examples, thereby forming a balanced judgement on key issues in the field of finance. 3. *Professional competences*: the student is able to utilise knowledge and skills in professional roles across various sectors of the economy, applying them for their professional, financial and personal development; they have the capacity and ability to take responsibility for their financial decisions as a financial manager; demonstrate autonomy and a degree of independence in financial decision-making; think creatively, pragmatically and critically; engage in professional discussion on presented and addressed financial issues, including new trends in financial innovation and digitalisation. 4. *Transferable competences*: Students of this course will develop communication skills, the ability to organise and plan work, the ability to apply strategic and conceptual thinking, Page: 2 the ability to make decisions and take responsibility, learn to work in a team, develop digital literacy, and be able to rationally evaluate the progress and results of activities carried out	
Brief content of the subject: 1. Introduction to finance. Innovation in finance in the digital age. 2. Financial activities. Financial policy and the state's financial system. Financial control. 3. Money and monetary aggregates. Monetary equilibrium and its disruption. Inflation. 4. Public finance, its place and functions within the financial system. 5. The budgetary system and the state budget.	

6. Theory and policy of public revenue and public expenditure.
7. The financial market.
8. The role of the banking system in the economy. Central banking.
9. Commercial banks as business entities in the financial market.
10. The social and commercial insurance system.
11. Introduction to corporate finance.
12. The international monetary system.
13. Exchange rates and exchange rate policy.

Recommended literature:

1. DUFALA, V., ORVISKÁ, M., IZÁKOVÁ, K., PISÁR, P. 2010. *Finance and Currency (Basic Concepts and Relationships)*. Banská Bystrica: OZ Ekonóm. Faculty/institute of Economics, Matej Bel University, Banská Bystrica. 180 pp. ISBN 80-557-0114.
2. KISELÁKOVÁ, D., KOŠÍKOVÁ, M., MATIJOVÁ, M. 2024. *Finance and Money*. Bookman. Edition: first. 283 pp. ISBN: 978-80-8165-544-9.
3. MEDVEĎ, J., et al. 2011. *Public Finance.* Bratislava: Sprint dva Bratislava, 2011. 640 pp. ISBN 978-80-89393-46-6.
4. MUSA, H. et al., 2017. *International Finance*. Bratislava: Wolters Kluwer. ISBN 978-80-8168-648-1.
5. SIVÁK, R. et al., 2019. *Finance. 2nd revised and expanded edition*. Bratislava: Wolters Kluwer. 440 pp. ISBN 978-80-7598-533-0.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
60 hours, of which:
blended learning (L, S, C): 20
self-study: 25
other: preparation for continuous assessment: 15

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Stanislava Honzová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Programme and Project Funding
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 2 hours per week of seminars Method: in person Mode: full-time	
Number of credits: 7	
Recommended semester: 3	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics as set by the lecturer are required to sit the written examination. • 100% final assessment – 60% written examination, 40% preparation of the project's financial plan. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: A student who completes the course 'Financing of Programmes and Projects' will be able to understand the basic principles of project and programme financing in the context of both the public and private sectors. They will be able to define and explain sources of financing, distinguish their characteristics and conditions of use, and understand the process of financial planning and project budgeting. They will be able to interpret methods of financial and economic analysis, including efficiency indicators and risk assessment. They will understand the specifics of public finance, European funds, grant schemes and private investment mechanisms. They will be able to describe the process of financial management of a project during its implementation. 2. *Skills*: The student knows how to and is able to draw up a project budget, identify eligible and ineligible expenditure, and propose a financial plan for the project. They are able to apply methods of financial analysis, calculate basic efficiency indicators, and assess the financial sustainability of the project. They know how to work with various sources of funding, analyse the terms of grant calls and prepare the financial section of a project application. They are able to manage cash flows during project implementation, monitor budget expenditure, prepare financial reports and respond to the need for budget adjustments. At the same time, they know how to identify financial risks and propose measures to minimise them. 3. *Professional competences*: Upon completion of the course, the student is able to work independently on the financial preparation and management of projects, analyse financial options and decide on suitable sources of funding. They are able to professionally prepare project financial documentation, communicate with funding providers and defend financial solutions before a specialist audience. They can effectively use information technology in the preparation of budgets, financial analyses and reports. They are able to assess the financial implications of project decisions, evaluate their effectiveness and contribute to the strategic management of projects and programmes within an organisation. 4. *Transferable skills*: Students will develop analytical and critical thinking, the ability to	

work with data and interpret it in the context of decision-making. They will strengthen their ability to organise and plan their work and make responsible decisions. Students will be able to solve problems more effectively and improve their adaptability when working on various types of projects. They will develop digital literacy, the ability to work effectively with financial tools and project management software, and the ability to rationally evaluate the progress and results of project activities.

Brief content of the subject:

1. Introduction to programme and project financing. Basic concepts, the importance of financing, the difference between a programme and a project. Practical examples from the public and private sectors.
2. Financial management of programmes and projects. Financial flows between the European Commission and the Member State. Diagram of financial flows in EU funds. The role of the managing, certifying and paying authorities.
3. Certification of expenditure and closure of operational programmes. Financial flows between the paying authority and the final beneficiary. The most common problems encountered when drawing down funds. Practical examples of errors.
4. Public funding of projects. State grants, regional and local support programmes. Overview of public policies supporting projects.
5. Sources of project funding. Public and private sources, internal and external funding. A comparison of grants, subsidies, loans and partnerships. The advantages and disadvantages of each form.
6. Financial planning in project management. Estimating costs and resources. Basic structure of a project financial plan.
7. Creating a project budget. Direct and indirect costs, eligible and ineligible expenditure. Budget items in a selected project call. Verification of expenditure eligibility.
8. Financial evaluation of projects. Basic principles of efficiency and sustainability. Simple calculations of financial indicators. Working with a model project.
9. Economic evaluation of projects. NPV, IRR, CBA, sensitivity and risk analysis. Application of selected methods using examples. Interpretation of results.
10. European funds and international grant schemes. Overview of the current programming period. Understanding grant calls. Basic eligibility criteria.
11. Private project financing and partnerships. Sponsorship, fundraising, PPP projects. Examples of public-private partnerships and their practical application.
12. Financial management during project implementation. Cash flow, expenditure control, budget adjustments. Interim financial reports. Addressing budget deviations.
13. Monitoring, reporting and project closure. Financial reports, audit, final accounts. Practical application. Preparation of a project financial plan according to the selected call for proposals.

Recommended literature:

1. BACHE, I., & GEORGE, S. 2020. *Politics in the European Union*. Oxford University Press. 640 pp., ISBN 978-0-19-882064-8.
2. BALDWIN, R., & WYPLOSZ, C. 2022. *The Economics of European Integration*. McGraw- Hill Education. 624 p., ISBN 978- 1- 260- 57874- 4.
3. FLYVBJERG, B. 2023. How Big Things Get Done: The Surprising Factors Behind Every Successful Project. Currency. 288 pp., ISBN 978-0-593-55768-8.
4. GITTELMAN, R. 2020. *Financial Management for Project Managers: Tools and Techniques for Decision-Making*. Productivity Press. 240 pp., ISBN 978-0-367-34461-5.
5. GOLINELLI, G. M., & PARENTI, I. 2018. *Project Financing: Financial Instruments for Managing Project Risk*. Springer. 215 pp., ISBN 978-3-319-69532-2.
6. GOLINELLI, G. M. 2019. *Public–Private Partnerships for Infrastructure Development: Finance, Project Management and Risk Control.* Palgrave Macmillan. 302 pp., ISBN 978-3-030-29266-4.
7. KERZNER, H. 2022. Project Management: A *Systems Approach to Planning, Scheduling, and Controlling*. John Wiley & Sons. 832 pp., ISBN 978-1-119-80757-4.
8. MEREDITH, J. R., & MANTEL, S. J. 2017. *Project Management*: A *Managerial Approach*. John Wiley & Sons. 546 pp., ISBN 978-1-119-16435-7.
9. YESCOMBE, E. R. 2014. *Principles of Project Finance.* Academic Press. 560 pp., ISBN 978-

0-12-415755-2.
10. YESCOMBE, E. R., & FARQUHARSON, E. 2018. *Public–Private Partnerships in Sub-Saharan* Africa: Case Studies for Policymakers. World Bank Publications. 180 pp., ISBN 978-1-4648-1290-5.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
210 hours, of which:
blended learning (P, S, C): 62
self-study: 88
other: completing assignments and preparing for continuous assessment: 60

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: Ing. Stanislava Honzová, PhD., Ing. Jozef Kučera, PhD., MSc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Financial Management of Projects
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 2 hours per week of tutorials Method: in person, Mode: full-time	
Number of credits: 7	
Recommended semester: 4	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics as set by the lecturer are required to sit the written examination. • 100% final assessment – 80% written examination, 20% completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: Upon completion of the course, the student will acquire advanced knowledge in the field of financial project management and its links to corporate finance. They will understand the structure of project financing, including the combination of equity and debt capital, mezzanine financing and grant funding. They will acquire knowledge of project evaluation using advanced methods (NPV, IRR, risk-adjusted NPV, real options). They will understand the identification, quantification and management of project risks, including a portfolio approach. They will be familiar with the behavioural and organisational factors influencing financial decision-making in project management. They will gain an overview of the international aspects of project financing, including currency, political and legislative risks. 2. *Skills*: The student will be able to independently analyse and model project cash flows, including various scenarios and sensitivity analyses; evaluate investment projects in terms of economic efficiency, risk and strategic impact. The student understands the optimisation of project capital structure and the effective combination of financing sources. Students will be able to identify financial and non-financial risks, apply risk management tools and prepare mitigation proposals, as well as interpret project financing results and communicate them to investors, company management or other stakeholders. 3. *Professional competences*: Students will be able to apply advanced financial principles in project management and the evaluation of project investments. They will be able to design and implement effective project financing models, taking into account risk and return on investment. They will be able to assess the strategic impact of projects on an organisation's portfolio and recommend optimal decisions. Students will be able to apply their knowledge of international project financing and legislative frameworks in project implementation 4. *Transferable skills*: By completing this module, students will develop analytical thinking and the ability to solve complex financial problems in projects. They will acquire the skill to work with data and numerical models when making decisions under uncertainty.	

They will be able to think critically and logically when evaluating alternatives and decisions within a project portfolio. Students will master the effective communication of financial results and teamwork, including the ability to argue persuasively when deciding on sources of funding.

Brief content of the subject:

1. Introduction to financial project management. Basic concepts, the importance of financial management in projects. The role of financial management in a project. The position of the project manager and the financial manager.
2. Project financing in practice. The difference between project financing and standard corporate financing. Practical project examples. Discussion of the benefits and risks.
3. The project finance market. Basic characteristics and key players. The role of banks, investors and the public sector. Simple financing schemes.
4. Public-private partnerships. The basic nature of PPP projects. Examples of PPP projects in Slovakia and the EU. Discussion of benefits and risks.
5. Project contracts. Basic types of contracts and their significance for financing. Risk allocation among partners. Examples of contractual relationships.
6. Project risks. Commercial and operational risks. Identifying risks in a simple project. Discussion on how to address them.
7. Financial and economic risks. The time value of money in simple terms. Basic cash flow management. Simple calculations.
8. Political and legislative project risks. The impact of public policy on projects. Examples of regulatory changes and their impact on projects.
9. Project financing. The investor's and sponsor's perspective. Basic financing indicators. Debt-to-equity ratio, simple debt coverage.
10. Project financing costs. Basic principles of financing optimisation. The impact of financing costs on the project. Practical examples.
11. Project cash flow. Cash flow in individual project phases.
12. Project evaluation. Basic interpretation of NPV/IRR and ROI. Assessing projects from the perspective of financial sustainability.
13. Summary and interconnection of topics. The role of financial management in project success. Case study. A simple project financial model and its evaluation.

Recommended literature:

1. ATTI, S. 2023. *Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects. 4th edition.* Burlington: Academic Press. ISBN 978-0-323-98360-0.
2. BODMER, E. 2014. *Corporate and Project Finance Modelling: Theory and Practice*. Hoboken: Wiley. ISBN 978-1-118-82865-3.
3. DAMODARAN, A. 2012. *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. 3rd edition.* Hoboken: Wiley. ISBN 978-1-118-01152-2.
4. FINNERTY, J.D. 2013. *Project Financing: Asset-Based Financial Engineering*. Hoboken: Wiley. ISBN 978-1-118-39410-6.
5. HOFFMAN, S.L. 2007. *The Law and Business of International Project Finance. 3rd edition.* Cambridge: Cambridge University Press. ISBN 978-0-521-80420-2.
6. KOLLER, T., GOEDHART, M., WESSELS, D. 2020. *Valuation: Measuring and Managing the Value of Companies. 7th edition.* Hoboken: Wiley. ISBN 978-1-119-61088-5.
7. ŠLAMPIAKOVÁ, L. 2025. *Beyond Profit: A Three-Dimensional Model of Business Management.* 1st ed. Trnava: University of Ss. Cyril and Methodius in Trnava. 150 pp. ISBN 978-80-572-0540-1.
8. YESCOMBE, E.R. 2002. *Principles of Project Finance. 2nd edition*. London: Academic Press. ISBN 978-0-12-391058-5.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
210 hours, of which:

blended learning (L, S, C): 62 self-study: 88 other: completing assignments and preparing for continuous assessment: 60
Course assessment Total number of students assessed:

A	B	C	D	E	FX

Lecturers: Ing. Lea Šlampiaková, PhD., univ. doc., Ing. Jozef Kučera, PhD.
Date of last change: 12.03.2026
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Project Implementation and Monitoring
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 2 hours per week of seminars Method: in person Mode: full-time	
Number of credits: 7	
Recommended semester: 4	
Level of study: first	
Prerequisite courses: -	
Conditions for passing the course: • To be eligible for the examination, students must complete the continuous written assessment and achieve more than 50% of the total marks for the continuous assessment. • In the case of an individual study plan, the condition for sitting the written examination is a minimum of 50% attendance at lectures and seminars and the completion of the continuous written assessment. • 100% final assessment – 60% written examination, 40% continuous assessment and completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, students will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will gain an overview of the role of implementation and monitoring within the project cycle. They will understand the basic principles of project management, as well as the roles of the project manager and the project team during project implementation. They will become familiar with methods of project planning, monitoring and evaluation, including working with indicators, outputs, outcomes and impacts. They will gain knowledge of risk management, change management, quality assurance, sustainability and project implementation control. 2. *Skills*: Students will be able to plan and coordinate the implementation of project activities in accordance with the project plan. They will be able to monitor the progress of the project, evaluate the achievement of objectives and work with basic monitoring tools. They will be able to prepare simple monitoring and evaluation outputs and identify risks and problems during project implementation. They will acquire the ability to communicate and collaborate effectively within a project team. 3. *Professional competences*: Students will acquire the ability to participate in the implementation and monitoring of projects in various sectors, particularly in public administration, non-profit organisations and the private sector. They will understand the basic principles of project management, monitoring and evaluation, and will be able to apply them in practice. They will acquire the ability to contribute to the effective implementation of projects and to the evaluation of their results. 4. *Transferable skills*: The course develops analytical and systematic thinking, as well as planning, problem-solving and decision-making skills. Students will learn teamwork, project communication and working with documentation. The skills acquired will be applicable in various professional fields where a project-based approach is used.	
Brief content of the subject: 1. Implementation of projects within the project cycle. Transition from planning to implementation, management documentation. Discussion of project phases. Practical examples. 2. Project management and the role of the project manager. Skills, responsibilities, decision-	

making. Communication with stakeholders. Model situations.
3. Planning project implementation. Schedule, milestones, critical path. Creating a simple schedule.
4. Project resource management. Project team, delegation, motivation. Task allocation within the team. Conflict resolution.
5. Project monitoring. Performance framework and progress tracking. Identification of deviations from the plan.
6. Indicators, outputs, outcomes and impacts. Intervention logic. Designing indicators for the project.
7. Monitoring systems and reporting. Project reports and data recording. Drafting a simple monitoring report.
8. Ongoing project evaluation. Feedback and project adjustments. Process improvement during implementation.
9. Risk, change and problem management. Preventing project failure. Working with a risk register.
10. Quality, sustainability and ethical aspects of projects. Discussion on the social impact of projects.
11. Dissemination and exploitation of project outputs and results – dissemination and exploitation plan.
12. Monitoring of project implementation and internal audit. Control mechanisms and documentation.
13. Project closure and final evaluation. Case study. Project evaluation and knowledge transfer.

Recommended literature:

1. BRUSSELS ACADEMY. 2024. *The Ultimate Guide on EU Grants and Funding: From Proposal Writing to Project Management*. Published by Brussels Academy.
2. DE MARCO, A., MANGANO, G. 2023. A *Review of Project Management Practices in EU-funded Horizon2020 Projects*, Procedia Computer Science, vol. 219, pp. 2075–2083. ISSN 1877-0509.
3. DOLEŽAL, J. 2016. *Project Management. Comprehensive, Practical and in Line with Global Standards*. Grada. ISBN 978-80-24756-20-2.
4. KERZNER, H. R. 2022. *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. John Wiley & Sons Inc. ISBN 448536375.
5. KLIKA, CH., 2022. *Sustainable finance in the EU: implementing the commitment to 'Do No Significant Harm'*. European Institute of Public Administration.
6. MARGARAS, V., SZÉCHY, B., EPRS. 2023. *Guide to EU funding*. Brussels. ISBN: 978- 92- 848- 1032- 1.
7. MIKŠIĆ, K., VLAHOV, R. D., & RASTOVSKI, T. 2025. *Key Competencies for Overcoming Challenges in Project Portfolio Management.* European Project Management Journal, vol. 15, no. 2, p. 3-14. DOI: 10.56889/ndbe3530.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
210 hours, of which:
blended learning (P, S, C): 62
self-study: 88
other: completing assignments and preparing for continuous assessment: 60

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc., PhDr. Kristína Melušová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Human Resources and Competencies
Type, scope and method of educational activities: Type (L, TL, S): LTL Scope: 2 hours per week of lectures Mode: in person Mode: full-time	
Number of credits: 2	
Recommended semester: 2	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, the prerequisite for sitting the written examination is a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics, as set by the lecturer. • 100% final assessment – 80% written examination, 20% completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: A student who completes the course Human Resources and Competencies possesses knowledge at the synthesis level and is able to understand the nature, significance and development of HR management, distinguish between traditional and modern approaches to human resource management, and understand their philosophical foundations. They are able to interpret training needs within an organisation, understand modern training approaches and techniques, and explain the nature of performance management and employee appraisal. They understand the concept of talent management, its strategic importance and the tools for attracting, developing and retaining talent. They can describe systems of remuneration, benefits, motivation and employee welfare, and understand the specifics of managing a multi-generational/multicultural workforce. 2. *Skills*: The student knows how to and is able to analyse and design job roles, plan an organisation's staffing requirements and apply appropriate methods of recruitment and selection. They are able to prepare an induction plan, identify training needs and design training programmes using modern training techniques. They can apply performance appraisal tools, provide constructive feedback, and design motivational and incentive tools for various employee groups. They are able to work with talent potential, design strategies for its development and retention, and adapt HR approaches to the needs of different generations in the workplace. 3. *Professional competences*: Upon completion of the course, the student is able to independently manage basic HR processes within an organisation and creatively apply the knowledge gained in the analysis and optimisation of HR activities. They are able to communicate professionally with candidates, employees and managers, interpret factors influencing work performance and motivation, and propose appropriate HR solutions in line with the organisation's strategic objectives. They are able to contribute to the development of corporate culture, the building of the employer brand and the creation of a supportive working environment. 4. *Transferable skills*: Students will develop communication skills, the ability to organise and	

plan work, apply strategic and conceptual thinking, and make decisions with an appropriate degree of responsibility. They will develop digital literacy – the ability to work with information and critically evaluate the progress and results of activities carried out. At the same time, they will strengthen their empathy, emotional intelligence and ability to communicate and collaborate effectively with people of different generations, cultures and professional backgrounds.

Brief content of the subject:

1. Introduction to HR management – definition and significance, organisational units covering the subject matter and their position within the organisational structure.
2. Traditional versus modern approaches and philosophical schools of thought in HR management – an overview of the development of approaches to human resource management and philosophical schools of thought (characteristics, specifics), including leading figures, and the characteristics and specifics of modern approaches to HR management.
3. Personnel planning – job creation (identification of knowledge, skills and competencies).
4. Recruitment and selection of employees – description and characteristics of the selection process, formulation of selection criteria, recruitment channels, tools for assessing the alignment of candidates' declared and required competencies and knowledge.
5. Workplace and social adaptation of employees – characteristics and specifics of the onboarding process, creation of onboarding process manuals, use of senior staff, or use of a 'buddy' to help newly recruited employees settle in.
6. Employee training and identification of training needs – the process of identifying training needs, an overview of soft and hard-skills training programmes, forms of training (onsite, online, etc.), the creation of an internal training programme, and the use of external training programmes.
7. Modern approaches and techniques in training – use of standard and progressive training methods, creation of customised training programmes and modules, examples of the application of modern approaches and techniques in practice.
8. Work performance management – KPIs, measuring and monitoring work performance, effective use of working time/time management.
9. Talent management – a strategy for recruiting, developing and retaining talent.
10. Multi-generational and multicultural workforce – characteristics of individual generations of employees and selected cultural environments, specifics of managing a multi-generational/multicultural workforce, examples of successful and unsuccessful practices.
11. Remuneration and benefits strategy – an overview of types of financial and non-financial employee remuneration, examples of appropriate application and evaluation of the success of such application in terms of improving employee performance.
12. Employee appraisal – appraisal methodology and tools, frequency of appraisals, identification of positive and negative trends in employee performance, preparation of appraisal documents.
13. Employee welfare – wellbeing programmes (overview), overview of the employer's obligations under current legislation and the employer's obligations regarding employee welfare (medical examinations, etc.).

Recommended literature:

1. AGUINIS, H. 2023. *Performance Management. 5th ed.* California: Sage Publications, 378 p. ISBN: 9781948426497.
2. ARMSTRONG, M., TAYLOR, S. 2020. *Armstrong's Handbook of Human Resource Management Practice*, 13th ed. London: Kogan Page Limited, 960 p. ISBN: 978-0-7494-6964-1
3. BRANHAM, L. 2004. *How to Retain the Best Employees*. Brno: Computer Press. Manager's Practice (Computer Press). 327 pp. ISBN 8025102237.
4. CIPD. 2020. *People and Organizational Development: A New Agenda for Organizational Effectiveness. 1st ed.* London: Chartered Institute of Personnel and Development, 320 p. ISBN: 9781843984088.
5. COLLINGS, D. G., WOOD, G. T., CALIGIURI, P. M. 2018. *The Routledge Companion to International Human Resource Management.* 2nd ed. London: Routledge, 488 pp. ISBN: 9781138950625.
6. DONAHUE, W. E. 2022. *Boosting Employee Motivation and Engagement*: A *Competency-*

Based Approach to Increasing Employee Performance by Focusing on the Work Climate (Competency-Based Workbooks for Structured Learning). 1st ed. Independently Published, 82 p. ISBN: 979-8417829475.
7. MELLO, J. A. 2014. *Strategic Human Resource Management. 4th ed.* Stamford: Cengage Learning, 688 p. ISBN: 9781285426792.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
60 hours, of which:
blended learning (L, S, C): 20
self-study: 25
other: completion of assignments in seminars: 15

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Jozef Kučera, PhD., MSc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Macroeconomics
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of tutorials Method: in person Mode: full-time	
Number of credits: 5	
Recommended semester: 1	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • To be eligible for the examination, students must attend lectures and seminars and complete assignments during the semester, as set by the lecturer. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments as set by the lecturer are required to sit the written examination. • 100% final assessment – 80% written examination, 20% completion of assignments. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: A student who completes the course will have knowledge at the synthesis level and will be able to acquire general knowledge in the field of macroeconomics, define basic economic concepts relating to macroeconomics, interpret causal relationships between individual basic macroeconomic variables, characterise and justify the significance and impact of changes in individual macroeconomic variables within the economy as a whole; understand and interpret the fundamental principles of macroeconomics, describe key economic graphs, and explain changes in macroeconomic equilibrium resulting from shifts in aggregate demand and aggregate supply. 2. *Skills*: The student knows how to and is able to calculate macroeconomic variables such as output and income, graphically represent basic macroeconomic variables, and apply general economic knowledge to solve specific problems in macroeconomics; think critically and identify basic causal relationships within macroeconomics, explain the fundamental differences in macroeconomic policy and justify the choice of an appropriate instrument for stabilising the economy, and assess the impacts of changes in economic variables on the economy as a whole. 3. *Professional competences*: Upon completion of the course, the student demonstrates the ability to understand specialist issues in such a way as to be able to apply them creatively when analysing relationships between individual economic agents at the macroeconomic level; to correctly and independently interpret factors influencing macroeconomic equilibrium; present their own views in the field of economics appropriately and professionally; use information technology effectively for the purposes of searching for and processing economic data; assess changes in economic indicators in macroeconomics and predict their impact on other socio-economic areas. 4. *Transferable skills*: Students on this course will develop communication skills, the ability to organise and plan work, the ability to apply strategic and conceptual thinking, the ability to make decisions and take responsibility, learn to work in a team, develop digital literacy, and be able to rationally evaluate the progress and results of activities carried out.	

Brief content of the subject:

1. Introduction to the study of economics and market mechanisms, basic economic concepts, market formation, the law of supply and demand, market equilibrium and distortions.
2. Measurement of macroeconomic variables, gross domestic product (GDP), national income, consumption, investment; the multiplier principle and its significance for the economy.
3. Aggregate demand and aggregate supply, components of AD and AS, short-run and long-run equilibrium, shifts in the curves and their implications for the price level and output.
4. Economic growth, business cycles and the phases of the business cycle. Factors of growth, technological progress, capital and labour.
5. Money and financial markets. Definition of money, functions of money, supply and demand for money, construction of the LM curve, the quantity theory of money and its effects on inflation and interest rates.
6. The labour market and unemployment – types of unemployment (frictional, structural, cyclical), wage determination, the relationship between output and employment, labour mobility and labour market regulations.
7. Inflation and the Phillips curve. Measuring inflation, causes and consequences, short-term and long-term changes, the relationship between inflation and unemployment.
8. Consumption and savings – definitions, determinants of consumption, calculation of gross and net savings, the consumer curve and various types of consumer behaviour.
9. Investment – demand for investment, interest rates and rates of return, risk and uncertainty, investment decisions by firms and households.
10. Fiscal policy. Objectives and instruments of fiscal policy and automatic stabilisers. Discretionary government intervention, the impact of fiscal decisions on aggregate demand and economic equilibrium.
11. Monetary policy. Central bank instruments (open market operations, discount rate, minimum reserve requirements), impact on interest rates, investment and inflation.
12. International trade and the balance of payments, absolute and comparative advantages, trade balance, exchange rate regimes, the impact of international trade on the domestic economy.
13. Practical case studies and their applications – analysis of economic policies, application of models to specific situations, examples from EU funds, the digital economy and current macroeconomic issues.

Recommended literature:

1. Journal articles by topic: Ekonomický časopis, Hospodárske noviny, Trend, etc.
2. HUŇADY, J., PISÁR, P. et al. 2022. Digital transformation in the European Union: North is leading, and South is lagging behind. In: *International Journal of Information Systems and Project Management*. Guimarães: University of Minho, 2022, vol. 10, no. 4, 2022, pp. 39–56. ISSN 2182-7796.
3. JUREČKA, V. et al. 2017. *Macroeconomics*. Prague: Grada Publishing. (e-book also available) 332 pp. ISBN 9788024732589.
4. LISÝ, J. et al. 2016. *Economics*. Prague: Wolters Kluwer. 624 pp. ISBN 9788075522757.
5. MUCHOVÁ, E et al. 2021. *Macroeconomics – Practical Course.* Bratislava: Wolters Kluwer. 228 pp. ISBN 9788057104186.
6. MANKIW, N. G. 2009. *Principles of Economics.* Prague: Grada Publishing. 763 pp. ISBN 8071698911.
7. MEDVEĎ, J., NEMEC, J. et al. 2011. *Public Finance*. Bratislava: Sprint dva Bratislava, 2011. 640 pp. ISBN 978-80-89393-46-6.
8. MUCHOVÁ, E et al. 2024. *Macroeconomics.* Bratislava: Wolters Kluwer. 400 pp. ISBN 978-80-7676-871-0.
9. SAMUELSON, P.A. – NORDHAUS, W. D. 2013. *Economics.* Prague: NS Svoboda. 770 pp. ISBN 9788020506290.
10. PISÁR, P., HONZOVÁ, S. 2025. E-government and economic growth in the European Union: with a specific focus on Slovakia. In: *The NISPAcee Journal of Public Administration and Policy.* NISPAcee Press, 2021, vol. 17, no. 1. ISSN 1337-9038.
11. Websites of economic policy makers in Slovakia and supporting institutions.

Language, knowledge of which is necessary to complete the subject: English, Slovak
Notes: - student time load: 150 hours, of which: blended learning (L, S, C): 50 self-study: 60 other: completion of assignments in seminars: 40
Course assessment Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Martina Hudecová, PhD.
Date of last change: 12.03.2026
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Management
Type, scope, and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of tutorials Method: in person Mode: full-time	
Number of credits: 5	
Recommended semester: 1	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • During the semester, students are required to actively participate in seminars and lectures, and to prepare and present a term paper on assigned topics during the seminars. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of a term paper on topics assigned by the lecturer are required to sit the written examination. • 100% final assessment – 80% written examination, 20% completion of assignments. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students on this course will gain an understanding of the field of management through fundamental managerial concepts, theories and practical skills. They will acquire not only the theoretical foundations of management, but also the ability to apply this knowledge to specific situations and problems within an organisational context. 2. *Skills*: Students will acquire a wide range of skills essential for the successful management of organisations and effective performance in managerial roles. They should be able to work effectively in various managerial roles and contribute to the success of the organisations in which they operate. 3. *Professional competences*: Upon completion of the course, students will acquire specific professional competences relating to the particular professional skills required for the effective management of an organisation and its processes. Skills that are key for every manager, such as strategic and operational planning, organisational and managerial abilities, and the creation and implementation of strategies. 4. *Transferable competences*: Students will acquire soft skills that will enable them to work effectively in various work environments and different areas of management. These are skills that can be applied in various work situations, such as teamwork, creative problem-solving and effective communication. These skills are valuable in any profession, allow for career flexibility and are essential for success in any work environment.	
Brief content of the subject: 1. Introduction to Management – basic conceptual framework, management and its environment, types, approaches, functions and levels of management. 2. The development of management and its theories – the historical development of management from the first half of the 20th century to the beginning of the 21st century, management theories: Classical, Behavioural school of management and its representatives, Quantitative, Empirical, Integrative approaches, their classification and representatives, Theories of leadership and motivation (Theories A, J, Z, transformational and transactional leadership).	

3. Regional differences and their impact on management – the relationship between management and culture, value systems and orientations, dimensions and their proponents, management on the three most important continents (American, European, Asian).
4. The nature and significance of decision-making in management – nature, process, classification, phases, methods and styles of decision-making, errors in decision-making, decision-making techniques (Information Bank, Brainstorming, Brainpool, the 635 Method, Ishikawa diagram, etc.).
5. Planning – the process and objective of planning as a fundamental managerial function, planning methods and techniques, types of plans, the Strategy Map as a key planning document, advantages and disadvantages of planning.
6. Strategic management – history, essence, concepts and process of strategic management, methods and techniques of environmental analysis.
7. Organisation and organisational structures – the essence and role of organisation in management, organisational structure and its dimensions, types of organisations (for-profit vs. non-profit, public vs. private).
8. Forms of organisational structures (functional, divisional, matrix, hybrid), new trends in organisation.
9. Group leadership – interpersonal relationships, teamwork, conflict management.
10. Management styles, negotiation using neuro-linguistic programming.
11. Control – significance, process, tasks, theories, standards, types of control, effective control systems, problems in control activities.
12. Trends in management – trends in the second half of the 20th century and at the beginning of the 21st century. Co-evolution – a meta-theory for sustainable organisational management, organisational renewal and the emergence of new organisational forms.
13. Time management and change management – an overview of key insights, current challenges in management, and prospects for further education in the field of management.

Recommended literature:

1. BERESECKÁ J., PAPCUNOVÁ, V. 2020. Cooperation between municipalities and the private sector in the field of tourism. In *Scientific papers of the University of Pardubice*. 2020, vol. 28, no. 4, article number 1074. ISSN 1211-555X.
2. HRONEC, Š. et al. 2021. *Economic pragmatism in the responsible management of local government* [electronic resource]. 1st ed. Prague: Wolters Kluwer ČR, 2021. 191 pp. ISBN 978-80-7676-246-6.
3. BERESECKÁ, J., HRONEC, M., HRONEC, Š., HRONCOVÁ, J. 2022. The impact of top management education on the socially responsible management of local government in the context of investment development. In *Entrepreneurship and Sustainability Issues Vilnius* (Lithuania), vol. 10, pp. 608–622. ISSN 2345-0282.
4. BERESECKÁ, J., HRONEC, Š., HRONEC, M., HRONCOVÁ, J., SVETLÍKOVÁ, V. 2023. Education and socially responsible management as an effective communication tool in local self-government. In *Forum scientiae oeconomia Dąbrowa Górnicza* (Poland) WSB, vol. 11, no. 2, 2023, pp. 197–210. ISSN 2300-5947.
5. HRONCOVÁ, J., HRONEC, M., BERESECKÁ, J., LAPUNÍK, R. 2023. Efficiency of institutions providing sports activities: a case study. In *Entrepreneurship and Sustainability Issues Vilnius* (Lithuania), vol. 11, no. 2, 2023, pp. 541–553. ISSN 2345-0282.
6. BERESECKÁ, J., HRONCOVÁ, J., HRONEC, Š., LAPUNÍK, R. 2023. The issue of small municipalities – the possibility of applying the principles of socially responsible management. In *Computational science and its applications - ICCSA 2023*. 23rd International Conference, Athens, Greece, 3–6 July 2023, Proceedings, Part II Cham (Switzerland): Springer Nature, 2023. ISBN 978-3-031-36807-3.
7. JANKELOVÁ, N. et al. 2022. *Management*. 1st ed. Prague: Wolters Kluwer ČR, 2022. 552 pp. ISBN 978-80-7676-263-3.
8. KALIŇÁK, M. et al. 2021. *New Municipal Management*. 1st ed. Bratislava: Association of Towns and Municipalities of Slovakia, 2021. 166 pp. ISBN 978-80-8120-767-9.
9. MIHÁLYI, G., HRONEC, Š., BERESECKÁ, J. 2021. Education and Qualifications as a Fundamental Prerequisite for Socially Responsible Decision-Making in Local Government.

In *Regional Development between Theory and Practice*, vol. 10, no. 2, pp. 42–60. ISSN 1805-3246,

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
150 hours, of which:
blended learning (P, S, C): 50
self-study: 60
other: completion of assignments (term paper) during tutorials: 40

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Jozef Kučera, PhD., MSc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Change Management
Type, scope, and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of seminars Method: in person Mode: full-time	
Number of credits: 4	
Recommended semester: 4	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, the prerequisite for sitting the written examination is a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics, as set by the lecturer. • 100% final assessment – 80% written examination, 20% completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
<Educational outcomes: Upon completion of the course, students will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will acquire both basic and advanced knowledge in the field of change management in organisations, with a focus on the planning, implementation and evaluation of change in both the business and public sectors. They will master theoretical approaches, models and strategies for managing organisational change, including behavioural, cultural and process-related aspects. They will understand the causes of change, resistance to change, the role of change leaders and managers, and the impact of change on organisational performance. 2. *Skills*: Students will be able to apply knowledge of change management when managing organisational processes and projects. They will acquire the competence to initiate, coordinate and support change within organisations, with an emphasis on the human factor, communication and the achievement of strategic objectives. They will be able to support managerial decision-making during periods of change, enhance the organisation's adaptability and contribute to the sustainable development of organisations. 3. *Professional competences*: Students will be able to apply their knowledge of change management when managing organisational processes and projects. They will acquire the competence to initiate, coordinate and support change within organisations, with an emphasis on the human factor, communication and the achievement of strategic objectives. They will be able to support managerial decision-making during periods of change, enhance the organisation's adaptability and contribute to the sustainable development of organisations. 4. *Transferable skills*: By completing the course, students will develop analytical, systematic and critical thinking, as well as the ability to solve problems and make decisions in conditions of uncertainty. They will strengthen their communication and presentation skills, their ability to work in a team and adapt to changing conditions. They will gain a higher degree of flexibility, responsibility and readiness to manage change in a professional environment.	

Brief content of the subject:

1. Basic concepts of change management, the significance of change in organisations, reasons for and the need for change, the relationship between change management and organisational management, course objectives and structure.
2. Types of organisational change, internal sources of change, external sources of change, causes and drivers of change, identifying the need for organisational change.
3. The strategic context of change, linking change to organisational strategy, change as a tool for organisational development and , long-term planning of change, the role of top management in strategic change.
4. Change management models, classical and modern approaches to change management, comparison of change models, selection of an appropriate approach to change, application of models in practice.
5. The change management process, phases of the change cycle, planning and implementing change, monitoring the change process, concluding and stabilising change.
6. The role of the leader in the change process, competencies of the change manager, leadership styles during change, motivating employees during change, decision-making in a changing environment.
7. Communication in the organisational change process, change communication strategies, internal communication tools and channels, the importance of feedback, transparency and trust in the change process.
8. Resistance to change, causes of employee resistance, forms of resistance to change, techniques for managing resistance, involving employees in the change process.
9. Cultural aspects of organisational change, organisational culture and its impact on change, behavioural responses to change, values and norms in the change process, shaping a culture of change.
10. Human resource management in the change process, human resource planning during change, development of employee competencies, education and training during periods of change, performance appraisal during change.
11. Risks in change management, uncertainty and stress during change, failure of change projects, identification and management of risks, prevention of unsuccessful change.
12. Evaluating the success of organisational change, criteria and indicators of change effectiveness, measuring the impact of change on the organisation, feedback and learning from change, continuous improvement of change processes.
13. Practical case studies in change management, analysis of real-world organisational changes, application of change management models to specific situations, examples of changes in private and public organisations, discussion of current challenges and trends in change management.

Recommended literature:

1. KOTLER, P. 2016. *Marketing management. 15th ed.* Harlow: Pearson Education, 2016. ISBN 978-1-292-09262-1.
2. FILL, CH. 2019. *Marketing communications: discovery, creation and conversations. 7th ed.* Harlow: Pearson Education, 2019. ISBN 978-1-292-24378-8
3. KERZNER, H. 2017. *Project management: a systems approach to planning, scheduling, and controlling. 12th ed.* Hoboken: Wiley, 2017. ISBN 978-1-119-16535-4.
4. HOLLENSEN, S. 2015. *Marketing management: a relationship approach. 3rd ed.* Harlow: Pearson Education, 2015. ISBN 978-0-273-77931-8.
5. FOROUDI, P. et al. 2017. IMC antecedents and the consequences of planned brand identity in higher education. In *European Journal of Marketing*, vol. 51, no. 3, pp. 528–550. https://doi.org/10.1108/ejm-08-2015-0527..
6. KITCHEN, P.J. and BURGMANN, I. 2015. Integrated marketing communication: making it work at a strategic level. In *Journal of Business Strategy*, vol. 36, no. 4, pp. 34–39. https://doi.org/10.1108/jbs-05-2014-0052.
7. TOO, E.G. and WEAVER, P. 2013. The management of project management: A conceptual framework for project governance, In *International Journal of Project Management*, vol. 32, no. 8, pp. 1382–1394. https://doi.org/10.1016/j.ijproman.2013.07.006.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:

120 hours, of which:
blended learning (P, S, C): 40
self-study: 50
other: completion of assignments in seminars: 30

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: PhDr. Ján Ganobčík, PhD., MSc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Marketing and Project Communication
Type, scope, and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of seminars Method: in person Mode: full-time	
Number of credits: 5	
Recommended semester: 3	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, the prerequisite for sitting the written examination is a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics, as set by the lecturer. • 100% final assessment – 80% written examination, 20% completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, students will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will acquire both basic and advanced knowledge in the field of marketing and project communication, with a focus on the planning, implementation and evaluation of marketing and communication activities within projects. They will master the principles of marketing strategy, the marketing mix and integrated marketing communication within the context of project management. They will understand the role of communication in the individual phases of a project, working with target groups, brands, media and communication channels, including the digital environment. They will gain an overview of marketing and communication tools that support the success of projects in both the business and public sectors. 2. *Skills*: Students will develop the ability to analyse a project's marketing environment, identify target groups and propose appropriate marketing and communication strategies. They will learn to prepare a project's marketing and communication plan, set objectives, key messages, a budget and a schedule for communication activities. They will be able to work with marketing communication tools, assess their effectiveness, evaluate the impact of campaigns and adapt communication solutions to changing project conditions. 3. *Professional competences*: Students will be able to apply marketing and communication knowledge in project management within the commercial, cultural and public sectors. They will acquire the competence to design and coordinate marketing and project communication, taking into account project objectives, stakeholder needs and available resources. They will be able to support project decision-making through effective communication, build project credibility and strengthen their social and market impact. 4. *Transferable skills*: By completing the course, students will develop communication, analytical and creative thinking skills, the ability to work with information, and the capacity to link marketing and project contexts. They will strengthen their ability to work in teams, present ideas and argue their case to various target groups. They will	

acquire the ability to solve problems, make decisions and respond flexibly to changes in the project and marketing environment.

Brief content of the subject:

1. Basic concepts of marketing and project communication, the importance of marketing in projects, the role of communication in the project cycle, specifics of project marketing, course objectives and structure.
2. The project marketing environment, internal and external project environments, macro-environment and micro-environment, analysis of the market and project opportunities, analytical tools for project marketing.
3. Project target groups, project stakeholders and their significance, market segmentation in project marketing, targeting and selection of target groups, stakeholder relationship management.
4. Project marketing strategy, formulation of marketing objectives, linking project and marketing objectives, strategic approaches in project marketing, competitive strategies for projects.
5. The marketing mix in project communication, the value and benefits of the project for the customer, pricing approaches in projects, project distribution and availability, specifics of the project marketing mix.
6. Integrated project marketing communication, principles of integrated communication, coordination of communication tools, consistency of project communication, communication in individual project phases.
7. Project communication channels and media, traditional communication tools, digital and online channels, selection of suitable media, media planning in project communication
8. Digital project marketing, online communication tools, social media in project communication, content marketing for projects, measuring and evaluating online communication.
9. Project branding, project identity and image, creation of visual identity, the importance of branding for project credibility, brand management in project communication.
10. Planning marketing and project communication, creating a project communication plan, setting communication objectives and tools, scheduling communication activities, coordinating marketing and project management.
11. Project marketing communication budget, communication cost structure, budget creation and allocation, project cost control, marketing communication effectiveness.
12. Evaluation of the effectiveness of marketing and project communication, key performance indicators, methods for measuring communication effectiveness, feedback from target groups, optimisation of communication activities.
13. Practical case studies in marketing and project communication, analysis of real-world project campaigns, application of marketing and communication models to specific projects, examples of EU-funded projects and digital projects, discussion of current trends and challenges in project communication.

Recommended literature:

1. BURNES, B. 2017. *Managing change. 7th edition*. Harlow: Pearson, 2017. ISBN 9781292156040.
2. CAMERON, E and GREEN, M. 2019. *Making sense of change management: a complete guide to the models, tools and techniques of organisational change. 5th edition*. London: Kogan Page, 2019. ISBN 9780749496975.
3. OREG, S., VAKOLA, M. and ARMENAKIS, A. 2011. Change recipients' reactions to organisational change: a 60-year review of quantitative studies. In *Journal of Applied Behavioral Science*, *vol.* 47, no. 4, pp. 461–524. DOI 10.1177/0021886310396550
4. OREG, S., BARTUNEK, J., M., LEE G. 2018. Do, Boram. An affect-based model of recipients' responses to organisational change events. In *Academy of Management Review.* 2018, vol. 43, no. 1, pp. 65–86. DOI 10.5465/amr.2014.0335.
5. HUGHES M. 2018. The myths of change management: revisiting why change fails. In *Journal of Change Management*. 2018, vol. 18, no. 4, pp. 307–322. DOI 10.1080/14697017.2018.1453934.

6. STOUTEN J., ROUSSEAU D., M., De CREMER D. 2018. Successful organisational change: integrating management practice and scholarly literature. In *Academy of Management Annals*. 2018, vol. 12, no. 2, pp. 752–788. DOI 10.5465/annals.2016.0095.
7. RUNE T., HUGHES M. 2020. Organizational change research: reviewing the past and looking to the future. In *Journal of Organizational Change Management*. 2020, vol. 33, no. 1, pp. 1–32. DOI 10.1108/JOCM-04-2019-0132.
8. AL-HADDAD S., KOTNOUR T. 2018. Integrating the organizational change literature: a model for successful change. In *Journal of Organizational Change Management*. 2018, vol. 31, no. 1, pp. 42–63. DOI 10.1108/JOCM-11-2016-0214.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
150 hours, of which:
blended learning (L, S, C): 50
self-study: 60
other: completion of assignments in seminars: 40

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: PhDr. Ján Ganobčík, PhD., MSc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Microeconomics
Type, scope, and method of educational activities: Type (L, TL, S): L Scope: 2 hours per week of lectures + 1 hour per week of tutorials Method: in person Mode: full-time	
Number of credits: 5	
Recommended semester: 2	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • To be eligible for the examination, students must attend lectures and seminars and complete assignments during the semester as set by the lecturer. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments as set by the lecturer are required to sit the written examination. • Continuous assessment accounts for 20% of the mark, based on active participation in lessons; a mid-term test accounts for 30%; and the final exam accounts for 50% of the overall mark. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: A student who completes the course will be able to describe how output and price are determined in imperfect, monopolistic and perfectly competitive markets; identify profit-maximising production levels using cost and revenue curves; and explain the factors causing changes in supply and demand and changes in the quantities supplied and demanded. The student will understand the concept of the elasticity of supply and demand, be able to explain the issue of price regulation in a market economy, distinguish between the various concepts of total, average and marginal costs, and be able to distinguish between total and marginal revenue. Students will understand how firms set prices and what resources they use to produce goods. They will be able to assess the extent of the need for state intervention in the economy in the areas of resource allocation, social redistribution and economic stabilisation, including the reasons for market failure in the context of public choice. 2. *Skills*: students will be able to link basic economic theory and principles to current microeconomic issues and evaluate related public policy; they will be able to use economic models to analyse situations from an economic perspective; They are able to interpret tables and graphs to form an informed judgement, and will improve their ability to work both independently and in a group. 3. *Professional competences*: students will acquire the ability to navigate a wide range of theoretical approaches to solving practical issues relating to consumer decision-making and business production. Students will be familiar with basic concepts, principles and models, understand the broader social implications of economic decisions, and be able to apply the knowledge gained in other specialist subjects within their course of study. 4. *Transferable skills*: Students on this course will develop communication skills, the ability to organise and plan work, the ability to apply strategic and conceptual thinking, the ability to make decisions and take responsibility, will have mastered teamwork, will develop digital literacy, and will be able to rationally evaluate the progress and results of activities carried out.	

Brief content of the subject:

1. Supply and demand in individual markets. The law of supply and demand, market equilibrium and its disturbances. Barriers to market equilibrium.
2. Price, income and cross-price elasticity. The impact of prices and income on demand.
3. Consumer behaviour. Indifference curves and budget constraints.
4. Income and substitution effects and the formation of individual demand.
5. Production theory and production functions. Output and costs.
6. Cost analysis in the short and long run. Revenue, profit and the firm's optimum.
7. Perfect competition. Equilibrium in a perfectly competitive market.
8. Imperfect competition. Monopolies, oligopolies, monopolistic competition; price and output.
9. Externalities, public goods, welfare analysis (surplus and deadweight loss)
10. The market for factors of production and their pricing. Wages and the labour market.
11. Behavioural microeconomics and asymmetric information.
12. Allocative efficiency and the role of the state in the economy. Market failure and public choice theory. The problem of poverty and social redistribution.
13. Practical case studies and their applications (EU funds, the digital economy).

Recommended literature:

1. BORJAS, G. J. 2024. *Labor Economics. 9th ed.* London: Pearson. 672 pp. ISBN 978-1292446030.
2. CORE TEAM. 2025. *The Economy 2.0. Online textbook*. Oxford: CORE Econ. Available at: https://www.core-econ.org.
3. CASE, K. E., FAIR, R. C., OSTER, S. M. 2024. *Principles of Microeconomics. 13th ed*. London: Pearson. 560 pp. ISBN 978-0138103688.
4. COWEN, T., TABARROK, T. 2024. *Modern Principles: Microeconomics. 5th ed.* New York: Worth Publishers. 600 pp. ISBN 978-1319411831.
5. ČAPLÁNOVA, A. 2022. *Economics*. Bratislava: Wolters Kluwer. 588 pp. ISBN 978 80-7676-490-3.
6. Journal literature: Ekonomický časopis, Politická ekonomie, Hospodárske noviny, Ekonóm, TREND.
7. FENDEKOVÁ, E. et al. 2009. *Collection of Examples from Microeconomics*. Bratislava: Iura Edition. ISBN 978-80-8078-242-9 14.
8. GRUBER, J. 2024. *Public Finance and Public Policy. 7th ed*. New York: Worth Publishers. 704 pp. ISBN 978-1319387048.
9. LISÝ, J. et al. 2016. *Economics*. Bratislava: Wolters Kluwer. 624 pp. ISBN 978-80-755 2275-7.
10. MANKIW, N. G. 2007. *Principles of Economics. 4th ed.* Mason: Thomson Higher Education. 896 pp. ISBN 9780324224726.
11. MANKIW, N. G. 2025. *Principles of Microeconomics. 10th ed.* Boston: Cengage Learning. 864 pp. ISBN 978-0357722716.
12. MEDVEĎ, J., NEMEC, J. et al. 2011. *Public Finance.* Bratislava: Sprint dva Bratislava. 640 pp. ISBN 978-80-89393-46-6.
13. NICHOLSON, W., SNYDER, C. 2023. *Microeconomic Theory: Basic Principles and Extensions. 13th ed.* Boston: Cengage Learning. 752 pp. ISBN 978-0357131107.
14. PINDYCK, R. S., RUBINFELD, D. L. 2024. *Microeconomics. 10th ed.* London: Pearson. 784 pp. ISBN 978-1292446016.
15. PISÁR, P. et al. 2021. Effectiveness of public support for business innovation from EU funds: Case study in Slovakia. In *The NISPAcee journal of public administration and policy*, vol. 14, no. 1, pp. 261–283. ISSN 1337-9038.
16. PISÁR, P., ĎURČEKOVÁ, I., STACHOVÁ, M. 2020. The contribution of innovation actors to business R&D funding – Does the substitution effect of public support work in the EU? In: *E&M Economics and Management*, vol. 23, no. 1, 2020, pp. 121–134. ISSN 1212-3609.
17. SAMUELSON, P. A., NORDHAUS, W. D. 2013. *Economics. 19th edition.* Bratislava: NS Svoboda. 770 pp. ISBN 978-80-205-0629-0.
18. THALER, R. H. 2016. *Misbehaving: The Making of Behavioural Economics*. New York: W.W. Norton & Company. 432 pp. ISBN 978-0393352795.
19. VARIAN, H. L. 2010. *Intermediate Microeconomics: A Modern Approach.* W.W. Norton & Company, 8th edition. ISBN-13: 978-0393934243.

20. VARIAN, H. R. 2023. *Intermediate Microeconomics: A Modern Approach. 10th ed.* New York: W.W. Norton & Company. 832 pp. ISBN 978-0393532575.
21. VESELKOVÁ, A., HOLKOVÁ, V. 2020. *Microeconomics*, Wolters Kluwer. ISBN 9788075988904.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
150 hours, of which:
blended learning (L, S, C): 50
self-study: 60
other: completion of assignments in seminars: 40

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Stanislava Honzová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Modern Trends in Project Management
Type, scope, and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of tutorials Method: in person Mode: full-time	
Number of credits: 4	
Recommended semester: 5	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • To be eligible for the examination, students must attend lectures and seminars and complete assignments during the semester, as set by the lecturer. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments as set by the lecturer are required to sit the written examination. • 100% final assessment – 70% written examination, 30% completion of assignments. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: Upon completion of the course, students will understand the basic concepts and principles of project management and their evolution in the context of modern approaches; they will be familiar with the differences between traditional and modern project management methodologies, including agile approaches; they will have an overview of the impact of digital transformation, artificial intelligence and automation on project management; is familiar with the specifics of project management in distributed and hybrid teams, understands the principles of managing risks, uncertainties, sustainability, ESG and the ethical aspects of projects, is familiar with the basics of portfolio, programme and strategic project management, and has an overview of current trends, best practices and future directions in project management. 2. *Skills*: Upon completion of the course, the student is able to analyse the nature of a project and select an appropriate approach or project management methodology; is able to apply the principles of agile and hybrid management in various project situations; is able to utilise digital tools and platforms to support modern project management; is able to identify and assess risks, uncertainties and ethical dilemmas in projects, work in distributed teams and communicate effectively in a digital environment, analyse case studies and formulate recommendations based on best practices. 3. *Professional competences*: Upon completion of the course, the student is able to actively engage in project management using modern approaches and tools; can adapt the project management approach to changing conditions and stakeholder needs; is able to think strategically about projects in the context of the organisation, portfolio and long-term goals; apply the principles of sustainability, ESG and ethics in project practice; and reflect on new trends and innovations, taking them into account when designing project solutions. 4. *Transferable competences*: Upon completion of the course, the student develops critical, analytical and conceptual thinking; possesses well-developed communication and presentation skills; is capable of effective teamwork in a diverse and multicultural environment; is adaptable, flexible and open to change, has the prerequisites for lifelong	

learning and professional development, and develops a responsible, ethical and sustainability-oriented approach to problem-solving.

Brief content of the subject:

1. Introduction to the course and definition of project management – the project as a tool for change, the difference between project and line management, project success.
2. Traditional vs. modern project management methodologies – the evolution of approaches, the limitations of predictive management, organisational context.
3. Agile approaches to project management – mindset, adaptability, team autonomy.
4. Digital transformation in project management – impact on organisations, new working models, changing competencies.
5. Artificial intelligence (AI) and automation – managerial implications for decision-making, human vs. algorithm.
6. Working in distributed and hybrid teams – trust, remote coordination, building culture.
7. Soft skills in project management – negotiation, motivation, stakeholder management.
8. Risk and uncertainty management – working with incomplete information, resilience, scenario planning
9. Sustainability, ESG and ethical aspects of projects – long-term value, social responsibility, ethical dilemmas.
10. Programme portfolio management and project strategy – initiative selection, strategic prioritisation, value management.
11. Software tools and digital platforms for modern project management – the impact of technology on work organisation, data culture, interoperability.
12. Case studies and best practices – success factors, project failures, decision-making moments.
13. The future of project management – new roles, leadership in uncertainty, professional development.

Recommended literature:

1. CARSTEN, D. S., RICHARDSON, G. L., SMITH, R. B. 2013. *Project Management Tools and Techniques*: A *Practical Guide*. UK: CRC Press. 494 p. ISBN 978-1466515628.
2. FERNANDEZ, D. 2023. Emerging Trends in Project Management. *In Center for Management Science Research*, vol. 1, no. 2. Visionary Education Research Institute. pp. 30–39. ISSN 3006-5291.
3. HASHIMZAI, I. A., MOHAMMADI, M. Q. 2024. The Integration of Artificial Intelligence in Project Management: A Systematic Literature Review of Emerging Trends and Challenges. *In TIERS Information Technology Journal*, vol. 5, no. 2. Bali: Universitas Pendidikan Nasional, pp. 153–164. ISSN 2723-4541.
4. KUNCE, E., ŠOCHOVÁ, Z. 2024. *Agile Project Management Methods*. Brno: Computer Press. 224 pp. ISBN 9788025151075.
5. KRCHOVÁ, H. 2019. *Practical Project Management*. Bratislava: Wolters Kluwer. 280 pp. ISBN:978-80-7598-466-1.
6. MIRCEA, M., NGUYEN, T. M. M. 2023. *Project Management – New Trends and Applications*. London: Intech Open. 170 pp. ISBN 978-1-80355-758-8.
7. TARABA, P. 2023. Current Trends in Project Management. In *HED – proceedings of the international scientific conference Hradec Economic Days*, vol. 13, no. 1, pp. 715–724. ISSN 2464-6067.
8. VŠETEČKA, P. et al. 2024. *Project Management: Tips and Tricks from IPMA Experts*. Bratislava: IMPA. 192 pp. ISBN 978-80-970724-3-8.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes - student workload:
120 hours, of which:
blended learning (P, S, C): 40
self-study: 50
other: completion of assignments in seminars: 30

Course assessment
Total number of students assessed:

A	B	C	D	E	FX
Lecturers: doc. PhDr. Andrea Čajková, PhD., PhDr. Martin Halmo, PhD.					
Date of last change: 12.03.2026					
Approved: JUDr. Ing. Tomáš Malatinec, PhD.					

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Professional Practice I.
Type, scope and method of educational activities: Type (L, CL, P): L Scope: 300 hours/semester Method: in person Mode: full-time	
Number of credits: 10	
Recommended semester of study: 5	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Completion of the course is conditional upon undertaking a professional placement at contracted organisations. • 100% final assessment – submission of confirmation and evaluation of the placement (35 points), formulation of the objectives of the professional placement (10 points), preparation of a report (35 points) and submission of an interim report on the bachelor's placement (20 points). The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: In connection with the assigned topic, the student will expand their knowledge in the field corresponding to the topic of the bachelor's project and bachelor's thesis, whilst also being informed about the basic framework for the use of theoretical knowledge and its practical applications. 2. *Skills*: Students will gain experience in a real-world working environment and will be able to apply their fundamental knowledge to address current practical issues. 3. *Professional competences*: Students will gain the ability to navigate a range of theoretical approaches to solving practical issues related to the topic of their bachelor's project, bachelor's thesis and the organisation in which their professional placement takes place, and will be prepared to apply the competences acquired in practical work after completing their studies. 4. *Transferable competences*: Students on this course will consolidate their civic competences, problem-solving skills, communication skills and flexibility of thinking (adaptability, flexibility, ability to improvise).	
Brief content of the subject: 1. Introductory seminar, conditions for completing the placement, administrative aspects of the placement. 2. Setting internship objectives. 3. Completion of training at individual workplaces – health and safety, data protection and internal workplace regulations. 4. Completion of the placement in the relevant organisation in accordance with instructions and under the supervision of the placement supervisor (an employee of the partner organisation), consultations with the placement supervisor and the lecturer, and the preparation of records. 5. Completing work placement in the relevant organisation in accordance with instructions and under the supervision of a work placement supervisor (an employee of the partner organisation), consulting with the work placement supervisor and the lecturer, and compiling records.	

6. Completing the work placement in the relevant organisation in accordance with instructions and under the supervision of the work placement supervisor (an employee of the partner organisation), consultations with the work placement supervisor and the lecturer, and the preparation of records.
7. Completing the work placement in the relevant organisation in accordance with instructions and under the supervision of the work placement supervisor (an employee of the partner organisation), consultations with the work placement supervisor and the tutor, and processing records.
8. Completing the work placement at the relevant organisation in accordance with instructions and under the supervision of the work placement supervisor (an employee of the partner organisation), consultations with the work placement supervisor and the tutor, and processing records.
9. Completing the work placement in the relevant organisation in accordance with instructions and under the supervision of the work placement supervisor (an employee of the partner organisation), consulting with the work placement supervisor and the tutor, and compiling records.
10. Preparation of a placement report.
11. Reflection on the personal benefits gained from the professional placement.
12. Presentation and submission of the Professional Practice Report.
13. Presentation and submission of the Professional Practice Report.

The student chooses the organisation where the placement will take place either independently or through a placement tutor. The choice of organisation, as well as the performance of work activities, will correspond to the topic of the specific student's bachelor's thesis.

Recommended literature:

The literature will be selected in accordance with the topic of the bachelor's project and thesis, and in line with the internal regulations of the chosen organisation.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - Student workload:

300 hours, of which:

classroom-based study (L, S, C): 150 hours per semester (professional placement in contracted organisations)

self-study: 40 hours

updating information, working with legislation and project methodologies: 55 hours

preparing objectives and completing forms: 55 hours

Course assessment

Total number of students assessed:

A	B	C	D	E	FX

Lecturers: doc. PhDr. Andrea Čajková, PhD.., Mgr. Zuzana Šutová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Professional Practice II.
Type, scope and method of educational activities: Type (L, LW, V): L Scope: 600 hours/semester Method: in person Mode: full-time	
Number of credits: 20	
Recommended semester of study: 6	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Completion of the course is conditional upon undertaking a professional placement at contracted organisations. • 100% final assessment – submission of confirmation and evaluation of the placement (35 points), formulation of the objectives of the professional placement (10 points), preparation of a report (35 points) and submission of an interim report on the bachelor's placement (20 points). The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: In connection with the assigned topic, the student will expand their knowledge in the field corresponding to the topic of the bachelor's project and bachelor's thesis, whilst also being informed about the basic framework for the use of theoretical knowledge and its practical applications. 2. *Skills*: Students will gain experience in a real-world working environment and will be able to apply basic knowledge when addressing current practical issues. 3. *Professional competences*: The student will acquire the ability to navigate a range of theoretical approaches to solving practical issues related to the topic of the bachelor's project, the bachelor's thesis and the organisation in which the professional placement takes place, and will be prepared to apply the acquired competences in practical work after completing their studies. 4. *Transferable competences*: Students on this course will consolidate their civic competences, problem-solving skills, communication skills and flexibility of thinking (adaptability, flexibility, ability to improvise).	
Brief content of the subject: 1. Introductory seminar, conditions for completing the placement, administrative aspects of the placement. 2. Setting internship objectives. 3. Completion of training at individual workplaces – health and safety, data protection and internal workplace regulations. 4. Completion of the placement in the relevant organisation in accordance with instructions and under the supervision of the placement supervisor (an employee of the partner organisation), consultation with the placement supervisor and the lecturer, and the preparation of records. 5. Completing work placement in the relevant organisation in accordance with instructions and under the supervision of a work placement supervisor (an employee of the partner organisation), consulting with the work placement supervisor and the lecturer, and compiling records.	

6. Completing the work placement in the relevant organisation in accordance with instructions and under the supervision of the work placement supervisor (an employee of the partner organisation), consultations with the work placement supervisor and the lecturer, and processing records.
7. Completing the work placement at the relevant organisation in accordance with instructions and under the supervision of the work placement supervisor (an employee of the partner organisation), consultations with the work placement supervisor and the tutor, and the preparation of records.
8. Completing the work placement in the relevant organisation in accordance with instructions and under the supervision of the work placement supervisor (an employee of the partner organisation), consultations with the work placement supervisor and the tutor, and the preparation of records.
9. Completing the work placement in the relevant organisation in accordance with instructions and under the supervision of the work placement supervisor (an employee of the partner organisation), consulting with the work placement supervisor and the tutor, and compiling records.
10. Preparation of a placement report.
11. Reflection on the personal benefits gained from the professional placement.
12. Presentation and submission of the Professional Practice Report.
13. Presentation and submission of the Professional Practice Report.

The student chooses the organisation where the placement will take place independently, or with the assistance of a placement tutor. The choice of organisation, as well as the performance of work activities, will correspond to the topic of the specific student's bachelor's thesis.

Recommended literature:

The literature will be selected in accordance with the topic of the bachelor's project and thesis, and in line with the internal regulations of the chosen organisation.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student workload:

600 hours, of which:

classroom-based study (L, S, C): 300 hours per semester (professional placement in contracted organisations)

self-study: 80 hours

Updating information, working with legislation and project methodologies: 110 hours

preparing objectives and completing forms: 110 hours

Course assessment

Total number of students assessed:

A	B	C	D	E	FX

Lecturers: doc. PhDr. Andrea Čajková, PhD., Ing. Silvia Drahošová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Entrepreneurship and Innovation
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 2 hours per week of seminars Method: in person Mode: full-time	
Number of credits: 7	
Recommended semester of study: 5	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • To be eligible for the examination, students must attend lectures and seminars and complete assignments during the semester, as set by the lecturer. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments as set by the lecturer are required to sit the written examination. • 100% final assessment – 70% written examination, 30% completion of assignments. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: The student understands the principles of entrepreneurship and innovation, is familiar with the process of creating a business plan and the basic economic and financial tools for its evaluation. 2. *Skills*: The student is able to analyse the business environment, prepare a business or innovation proposal, and assess its economic feasibility, including costs, benefits and risks. 3. *Professional competences*: The student is able to propose business and innovation solutions and support managerial decision-making from an economic perspective. 4. *Transferable competences*: The course develops analytical and creative thinking, problem-solving skills, the ability to work in a team and to present proposed solutions.	
Brief content of the subject: 1. Introduction to the course. Entrepreneurship and its significance in the economy. Characteristics of the entrepreneurial environment. 2. Business opportunity, problem identification and formulation of a business idea. Selection of a project topic. 3. Market and customer analysis. Market segmentation. Analysis of the project's target market. 4. Analysis of the competition and the business environment. SWOT analysis of one's own project. 5. Types of innovation and their importance for business development. Identification of the innovative element of the project 6. Business model and value proposition. Design of a business model. 7. Cost structure and pricing. Cost calculation and pricing proposal. 8. Sources of funding for business and innovation. Project financing proposal. 9. Basic financial plan and economic feasibility. Preparation of a financial plan. 10. Business risks and their management. Identification and assessment of risks. 11. Strategic and operational project management. Linking the project to strategic objectives. 12. Comprehensive preparation of a business/innovation plan. Project consultations.	

13. Presentation and defence of a business or innovation project.

Recommended literature:

1. BARROW, C., BARROW, P., BROWN, R. 2018. *The Business Plan Workbook*. Kogan Page. 224 p. ISBN 9781789667394.
2. DRUCKER, P. F. 2014. *Innovation and Entrepreneurship*. Routledge. 368 pp. ISBN 9781138019195.
3. HISRICH, R. D., PETERS, M. P., SHEPHERD, D. A. 2020. *Entrepreneurship*. 11th ed. New York: McGraw-Hill. 610 p. ISBN 9781260565621.
4. KOTLER, P., KELLER, K. L. 2016. *Marketing Management*. Pearson. 840 pp. ISBN 9780133856651.
5. OECD. 2018. *Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation*. OECD Publishing. 340 p. ISBN 9789264304604.
6. OSTERWALDER, A., PIGNEUR, Y. 2010. *Business Model Generation*. Wiley. 288 pp. ISBN 9780470876411.
7. PORTER, M. E. 2008. *On Competition*. Harvard Business School Press. 448 pp. ISBN 9781591397780.
8. SYNEK, M. ET AL. 2015. *Managerial Economics*. Prague: Grada. 480 pp. ISBN 978-80-247-5112-6.
9. TIDD, J., BESSANT, J. 2021. *Managing Innovation: Integrating Technological, Market and Organisational Change*. 7th ed. Wiley. 624 pp. ISBN 9781119713302.
10. VEBER, J., SRPOVÁ, J. et al. 2012. *Small and Medium-sized Enterprise Management*. Prague: Grada. 336 pp. ISBN 978-80-247-4288-5.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
210 hours, of which:
blended learning (L, S, C): 62
self-study: 88
other: completing assignments and preparing for continuous assessment: 60

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: Mgr. Zuzana Šutová, PhD., PhDr. Kristína Melušová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: new	Subject name: Corporate Finance and Economics
Type, scope, and method of educational activities: Type (L, TL, S): LTL Scope: 2 hours per week of lectures Method: in person Mode: full-time	
Number of credits: 2	
Recommended semester: 4	
Level of study: first	
Prerequisite courses:	
Conditions for passing the course: • To be eligible to sit the examination, students must attend lectures and seminars and complete assignments during the semester, as set by the lecturer. • For students following an individual study plan, a minimum of 50% attendance at lectures and seminars, as well as the completion of assignments set by the lecturer, is a prerequisite for sitting the written examination. • 100% final assessment – 80% written examination, 20% completion of assignments. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, students will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will acquire both basic and advanced knowledge in the field of corporate finance and economics. They will master the principles of corporate financial management, financial planning, investment decision-making and cost management. They will understand the functioning of financial markets, the capital structure of businesses and sources of financing. They will gain an overview of the macroeconomic and microeconomic factors influencing the business environment, as well as the impact of economic policy on businesses. 2. *Skills*: Students will develop the ability to analyse financial statements, assess a company's financial position and make strategic decisions based on economic indicators. They will learn to work effectively with financial management tools, draw up budgets and forecasts, evaluate investment opportunities and manage financial risks. 3. *Professional competences*: Students will be able to apply financial and economic principles in business management and the optimisation of a company's financial performance. They will acquire the competence to formulate financial strategies, manage cash flow within a company and make effective use of funding sources. They will be able to identify and minimise financial risks, propose measures to improve operational efficiency, and assess the economic impacts of business decisions. 4. *Transferable skills*: By completing the course, students will develop analytical thinking and the ability to work with numerical data in economic and financial decision-making. They will acquire the ability to argue logically and effectively solve problems related to corporate financial management.	
Brief content of the subject: 1. Corporate finance, its nature and functions. 2. Corporate financial policy. 3. Corporate financial decision-making and its basic categories. 4. Corporate financial and capital structure. 5. Corporate investment policy. 6. Raising financial resources.	

7. The capital and financial structure of a company.
8. A company's equity.
9. The company's debt capital.
10. Corporate financial planning.
11. The company's personnel and remuneration policy.
12. Introduction to financial analysis of a company and its indicators.
13. Practical case studies and their applications.

Recommended literature:

1. BANDEROVA, I., ZATROCHVÁ, M. 2017. *Corporate Finance – Theoretical and Practical Aspects of Management*. Spectrum. 150 pp. ISBN 978-80-227-4680-9.
2. FETISOVOVÁ, E. et al. 2020. *Corporate Finance*, *Collection of Examples*, Iura Edition. ISBN 978-80-8078-367-9.
3. REPKOVÁ ŠTOFKOVÁ K. et al. 2021. *Finance and Financial Management*, EDIS. ISBN 978-80-5541-772-1.
4. ZALAI, K. et al. 2016. *Financial and Economic Analysis of a Business*. Bratislava. Sprint 2. ISBN 978-80-8971-022-5.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes - student workload:
60 hours, of which:
blended learning (L, S, C): 20
self-study: 25
other: preparation for continuous assessment: 15

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Lea Šlampiaková, PhD., univ. doc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Business Information Systems and IT Tools
Type, scope, and method of educational activities: Type (L, TL, S): LTL Scope: 2 hours per week of lectures Method: in person Mode: full-time	
Number of credits: 2	
Recommended semester: 2	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • To be eligible to sit the examination, students must attend lectures and seminars and complete assignments during the semester, as set by the lecturer. • In the case of an individual study plan, the requirement for passing the course is attendance at a minimum of 50% of presentations and 50% of consultations, plus a final presentation. • 100% final assessment – 70% written exam, 30% completion of assignments. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: Upon completion of the course, the student will understand enterprise information systems, the principles of project management, and the role of IT tools in its various areas and phases. They will be familiar with the types of IT tools used in projects. They will have an overview of modern trends in the field of project IT tools, including automation, artificial intelligence and systems integration, and, last but not least, they will understand the basic principles of cybersecurity and data protection when using IT tools in projects. 2. *Skills*: Upon completion of the course, the student is able to analyse project requirements and select suitable IS and IT tools to support them; is able to work with the basic functionalities of project IT tools for planning, coordinating and monitoring project activities; is able to use tools for team communication, collaboration and project documentation management; interpret project data and create clear reports and dashboards; and identify risks associated with the use of IT tools and apply principles of secure data handling. 3. *Professional competences*: Upon completion of the course, the student is able to effectively use IS and IT tools in a project environment and actively participate in a project team; is able to support the planning, implementation, monitoring and evaluation of projects using digital tools; is able to collaborate with various roles within the project (project manager, team member, stakeholder) in a digital environment; they are able to monitor technological trends and apply appropriate IT solutions in project practice in accordance with ethical and security requirements. 4. *Transferable competences*: Upon completion of the course, the student possesses advanced digital literacy and the ability to adapt to new technologies; is capable of effective teamwork and professional communication; develops analytical, critical and systems thinking; is capable of planning, organise work and make decisions in complex situations, and possess the prerequisites for lifelong learning and innovative thinking.	
Brief content of the subject:	

1. Business Information Systems – basic concepts and significance – characteristics of business information systems, their functions, architecture and significance for organisational management.
2. Types of business information systems in organisations – an overview of the main types of systems and their use in supporting process management and decision-making.
3. Implementation and use of business information systems – basic principles of implementing business information systems, system integration and their benefits for effective organisational management.
4. The role of IT tools in project management – an overview of categories of project tools and their place in project management methodologies; the digital transformation of project management; criteria for selecting and implementing tools within an organisation.
5. Project lifecycle and support from IT tools – mapping project phases to information system functionalities; workflow, approval and milestone management; traceability of decisions and audit trail.
6. Project planning tools – creating WBS, Gantt charts and network diagrams; managing dependencies and the critical path; updating the plan and managing schedule changes; Agile and Scrum tools.
7. Resource and capacity management tools – resource allocation within the project portfolio; capacity planning and workload balancing; tracking of skills and availability.
8. Communication, documentation and knowledge management tools – document management; creation and use of lessons learnt; knowledge organisation and information retrieval.
9. Risk and quality management tools – identification, recording and assessment of risks; linking risks to the plan and responsibilities; support for quality, testing and compliance with standards.
10. Financial tools in projects – budgeting and cost control; financial forecasts and project cash flow; methods in software tools.
11. Reporting, dashboards and data visualisation – defining KPIs for projects and programmes; operational vs. strategic reporting; data visualisation for managerial decision-making.
12. Automation, AI and modern technologies in projects – process automation and workflow integration; predictive models and forecasting support; generative tools for creating project documentation.
13. Cybersecurity and data protection in projects – access rights management; protection of sensitive data and data governance; regulations and security standards.

Recommended literature:

1. BASL, J., BLAŽÍČEK, R.. 2012. *Enterprise Information Systems*. Prague: Grada, 328 pp. ISBN: 978-80-247-4307-3
2. BONDARENKO, S., LAGODIENKO, V., SEDIKOVA, I., KALAMAN, O. 2018. Application of project analysis software in project management in the pre-investment phase. In: *International Journal of Mechanical Engineering and Technology*, vol. 9, no. 13, 2018, 676–684. ISSN 0976-6359.
3. DOLEŽAL, J. 2016. *Project Management: Comprehensive, Practical and in Line with Global Standards*. Prague: Grada Publishing, 2016, 418 pp. ISBN 9788024756202.
4. KAMDAR, T. M. et al. 2024. Significance of Using Software Tools in Project Management Review. *In: Proceedings of the International Conference on Industrial Engineering and Operations Management*. Detroit: IEOM Society International. *pp.* 352–362. ISSN/E-ISSN: 2169-8767.
5. KERZNER, H. 2017. *Project management: a systems approach to planning, scheduling, and controlling. Twelfth edition*. Hoboken, New Jersey: Wiley, 2017. ISBN 978-1-119-16535-4.
6. OZOH, P. 2019. *The Application of Information Technology Tools to Project Management and Modelling: Project Management.* 205 p. ASIN: B07TT4S9XH.
7. TAHERDOOST, H. 2022. Data Collection Methods and Tools for Research; A Step-by-Step Guide to Choosing Data Collection Techniques for Academic and Business Research Projects. *In: International Journal of Academic Research in Management* (IJARM). pp. 10–38. ISSN: 2296-1747.
8. VŠETEČKA, P. et al. 2024. *Project Management: Tips and Tricks from IPMA Experts*. Bratislava: IMPA. 192 pp. ISBN 978-80-970724-3-8.

Language, knowledge of which is necessary to complete the subject: English, Slovak
Notes: - student time load: 60 hours, of which: blended learning (P, S, C): 20 self-study: 25 other: completion of assignments in seminars: 15
Course assessment Total number of students assessed:

A	B	C	D	E	FX

Lecturer: PhDr. Martin Halmo, PhD.
Date of last change: 12.03.2026
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Project Management Approaches
Type, scope and method of educational activities: Type (L, TL, S): LTL Scope: 2 hours per week of lectures Method: in person Mode: full-time	
Number of credits: 2	
Recommended semester: 5	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • To be eligible to sit the examination, students must attend lectures and seminars and complete assignments during the semester, as set by the lecturer. • In the case of an individual study plan, the requirement for passing the course is attendance at a minimum of 50% of presentations and 50% of consultations, plus a final presentation. • 100% final assessment – 70% written exam, 30% completion of assignments. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Educational outcomes*: Upon completion of the course, students will understand the fundamental approaches to project management and their application in project practice. They will be familiar with the characteristics of traditional (waterfall), agile and hybrid approaches to project management, their principles, advantages, limitations and suitability for use in various types of projects. They have an overview of the basic methodologies and frameworks used in project management and understand the differences between planned and adaptive project management. They also recognise the importance of choosing the right project management approach depending on the project's objectives, environment and degree of uncertainty. 2. *Skills*: Upon completion of the course, the student is able to identify the nature of a project and, based on its specific characteristics, select an appropriate approach to its management. They are able to apply the basic principles of waterfall, agile and hybrid management in the planning and implementation of project activities. They can compare individual approaches in terms of work organisation, team management, planning and change management. They are able to analyse the advantages and limitations of individual approaches and propose suitable solutions for different types of projects. 3. *Professional competences*: Upon completion of the course, the student is able to navigate the various approaches to project management and apply them effectively in a project environment. They are able to collaborate within a project team and contribute to the planning, implementation and evaluation of projects using an appropriate management approach. They are able to support decision-making regarding the selection of project management methodologies depending on the nature of the project and the organisation's requirements. At the same time, they are able to reflect on current trends in project management and their practical application. 4. *Transferable skills*: Upon completion of the course, students develop the ability to think analytically and systematically when solving project tasks. They are able to communicate effectively and collaborate within a team when planning and implementing projects. They develop the ability to adapt to change and work in a dynamic project environment.	

At the same time, they acquire the ability to critically evaluate various approaches to project management and apply them in practice when solving complex problems.

Brief content of the subject:

1. Introduction to approaches in project management – basic concepts of project management and the importance of selecting a suitable approach to project management.
2. Project life cycle – project phases and their significance in planning and managing project activities.
3. Traditional approaches to project management – characteristics of planned project management and its use in projects with clearly defined requirements.
4. The waterfall model of project management – principles of sequential project management, its advantages, limitations and typical areas of application.
5. Project planning in the waterfall approach – creating a schedule, resource planning, budgeting and risk management in traditional projects.
6. Introduction to agile project management – the emergence of agile approaches, their philosophy and the basic principles of iterative project management.
7. Agile frameworks in project management – an overview of the most commonly used agile frameworks and their practical application.
8. Scrum as an agile project management approach – key roles, artefacts and events within the Scrum methodology.
9. Team management and communication in agile projects – team collaboration, adaptive planning and ongoing evaluation of work in an agile environment.
10. Hybrid approaches to project management – combining traditional and agile elements in project management.
11. Selecting the appropriate project management approach – criteria and factors influencing the choice between waterfall, agile and hybrid approaches.
12. Risk and change management in different project management approaches – a comparison of methods for managing change and risk in traditional, agile and hybrid projects.
13. Application of project management approaches in practice – examples of the use of waterfall, agile and hybrid approaches in various types of projects.

Recommended literature:

1. DOLEŽAL, J. et al., 2016. *Project Management*. Prague: Grada, 424 pp. ISBN 9788024756202.
2. KUNCE, E., ŠOCHOVÁ, Z. 2024. *Agile Project Management Methods*. Brno: Computer Press. 224 pp. ISBN 9788025151075.
3. LACKO, B., DOLEŽAL, J., MÁCHAL, P. et al., 2012. *Project Management According to IPMA*. Prague: Grada, 526 pp. ISBN 9788024742755
4. PROJECT MANAGEMENT INSTITUTE, 2009. *Practice Standard for Earned Value Management. Glen Mills, Pennsylvania: Center for Business Practices*. 153 pp. ISBN 978-1-929576-27-2.
5. PROJECT MANAGEMENT INSTITUTE, 2021. A *Guide to the Project Management Body of Knowledge (PMBOK® Guide). 7th ed. Newtown Square*, PA: Project Management Institute. 250 pp., ISBN: 978-1-62825-664-2.
6. SUTHERLAND, J. 2015. *Scrum - The Art of Doing Twice the Work in Half the Time*. London: Random House, 248 pp. ISBN 9781847941107.
7. VŠETEČKA, P. et al., 2024. *Project Management – Tips and Tricks from IPMA® Experts*. Prague: IPMA. 192 pp. ISBN 9788097072438.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
60 hours, of which:
blended learning (L, S, C): 20
self-study: 25
other: completion of assignments in seminars: 15

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: PhDr. Martin Halmo, PhD.

Date of last change: 12.03.2026
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Law for Managers
Type, scope, and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of seminars Method: in person Mode: full-time	
Number of credits: 5	
Recommended semester: 1	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Attendance at lectures and seminars and completion of continuous assessments during the semester are prerequisites for sitting the examination. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and completion of continuous assessments during the semester are required to sit the exam. • 100% final assessment – 100% written examination. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, students will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will acquire both basic and advanced knowledge in the field of law relevant to managerial and business practice. They will familiarise themselves with legislation relating to commercial, civil, labour and administrative law, as well as its application in real-life situations. They will understand legal principles, the processes of concluding and performing contracts, consumer protection, data protection and the legal regulation of the business environment. The knowledge acquired will enable them to identify legal risks, prevent legal disputes and make decisions in accordance with current legislation. 2. *Skills*: Students will acquire the ability to search for, analyse and correctly interpret legal provisions relevant to managerial and business practice. They will be able to formulate legal arguments, prepare basic legal documents, assess legal risks and propose appropriate solutions. They will gain practical skills in dispute resolution, negotiating contractual terms and effective communication with other professions and administrative authorities. They will also develop the ability to make decisions based on legal and ethical principles. 3. *Professional competences*: Students will acquire the ability to apply legal regulations in the management and organisation of businesses, and to identify and resolve legal issues associated with business activities. They will be able to analyse contractual relationships, assess the legal consequences of business decisions and collaborate effectively with legal professionals. They will also acquire the fundamentals of compliance with legal regulations, data protection and legal regulation in the economic sphere, enabling them to ensure legal certainty and minimise risks in the course of their professional practice. 4. *Transferable skills*: By completing this module, students will develop analytical and critical thinking skills when addressing legal issues in management practice. They will gain the ability to effectively interpret and apply legislation, identify legal risks and make informed decisions in accordance with the legal framework. They will also develop communication skills in legal argumentation and improve their ability to resolve conflicts in a business environment.	

Brief content of the subject:

1. Introduction to the theory of law.
2. Introduction to commercial law.
3. Commercial companies and cooperatives.
4. Commercial contractual relationships.
5. Self-employment.
6. Competition and its protection.
7. Introduction to employment law.
8. Individual and collective employment relationships.
9. Structure of public administration.
10. Fundamentals of administrative procedure.
11. Consumer protection.
12. Selected legal institutions in businesses and public organisations.
13. Practical case studies and their applications.

Recommended literature:

1. BARANCOVÁ, H. 2022. *Labour Code. Commentary.* 3rd edition. C. H. Beck, 2022. 1624 pp. ISBN 978-80-8232-024-7.
2. HAŠANOVÁ, J., DUDOR, L. 2021. *Fundamentals of Administrative Law*, 5th ed. Aleš Čeněk s.r.o. 2021. 404 pp. ISBN 978-80-7380-842-6.
3. JURČOVÁ, M. et al. 2014. *Tourism Law. C. H. Beck*, 2014. 360 pp. ISBN: 978-80-8960-327-5.
4. JURČOVÁ, M. et al. 2021. *Consumer Law.* Bratislava: Wolters Kluwer, 2021. 388 pp. ISBN: 978-80-7598-987-1.
5. MALATINEC, T. 2024. *Fundamentals of Law for Managers.* 1st ed., Trnava: University of Ss. Cyril and Methodius in Trnava, 2024. 149 pp. ISBN 978-80-572-0476-3.
6. OVEČKOVÁ, O. et al. 2017. *Commercial Code. Comprehensive Commentary. Volume I.* Bratislava: Wolters Kluwer, 2017. 3192 pp. ISBN: 978-80-8168-573-6.
7. VEČEŘA, M. et al. 2013. *Theory of Law. 5th expanded and revised edition.* Bratislava: Eurokódex, 2013. 360 pp. ISBN: 978-80-8155-001-0.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
120 hours, of which:
blended learning (L, S, C): 39
self-study: 32
other: working with laws and regulations: 49

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Project Processes
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of tutorials Method: in person, Mode: full-time	
Number of credits: 4	
Recommended semester: 3	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics are required to sit the written examination. • 100% final assessment – 70% written examination, 30% completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: Upon completion of the course, the student will have acquired comprehensive theoretical knowledge of project management with a focus on a process-based approach to projects. They will understand the significance of individual processes throughout the project lifecycle and their role in the planning, implementation, monitoring and closure of projects. 2. *Skills*: Students will be able to identify and analyse the basic processes in a project and apply them when planning and managing project activities. They will be able to work with basic project documentation and use simple project management tools when solving practical tasks. 3. *Professional competences*: The student acquires the ability to actively participate in the implementation of projects within an organisation and to apply a process-based approach to the management of project activities. They are prepared to respond to changes and risks in a project and to support the effective achievement of project objectives. 4. *Transferable competences*: Students develop the ability to think analytically and systematically, to work in a team and to communicate effectively. The transferable competences acquired enable them to solve problems, make decisions and apply the knowledge gained beyond the field of project management.	
Brief content of the subject: 1. Project management and processes. Basic concepts of projects and processes. Project vs. process. The importance of project management in organisations. Discussion of projects in organisational practice. Identification of projects and processes using selected examples. 2. The project as a system. Elements of the project system. The project life cycle and its phases. Assigning project activities to the phases of the project life cycle. 3. The process-based approach in project management. Project process groups and their interconnections. Identification of process groups in a model project.	

4. Project initiation processes. Identifying the need for a project. Basic definition of project objectives and scope. Formulating the project need and basic objectives.
5. Project brief and basic project documentation. The importance of documentation in a project. Drafting a simple project brief.
6. Project planning processes. Planning the scope and duration of the project. Basic project plan. Drafting a basic project schedule.
7. Quality in a project and its importance. Basic principles of quality planning. Risks in projects. Identification of the main project risks and proposal of simple measures.
8. Project implementation processes. Management of project activities. Coordination of the project team. Dealing with model situations during project implementation.
9. Human resource management in a project. The project team, roles and responsibilities. Communication in a project. Allocation of roles within the project team. Drafting communication guidelines.
10. Project monitoring and control. Control processes and the importance of reporting. Preparation of a simple interim project report.
11. Change management in a project. Identification of changes. Change approval process. Handling changes in a model project.
12. Project closure processes. Evaluation of results achieved. Final report. Preparation of a basic project evaluation.
13. Project improvement and sustainability. Lessons learnt from projects. Long-term impacts of projects. Linking project processes with other subjects in the study programme.

Recommended literature:

1. GRAY, C. F. 2018. *Project management: The managerial process*. McGraw-Hill Education. 659 p. ISBN 9781259666094.
2. HEAGNEY, J. 2016. *Fundamentals of project management*. Amacom. 240 pp. ISBN 978-0-814-43736-0.
3. HUEMANN, M., TURNER, R. 2024. *The Handbook of Project Management*. Routledge. 2024. 667 pp. ISBN 978-1-032-22763-4.
4. CHARVAT, J. 2003. *Project management methodologies: selecting, implementing, and supporting methodologies and processes for projects.* Wiley & Sons, 2003. 288 pp. ISBN 978-0-4712-2178-4.
5. KERZNER, H. 2025. *Project management: a systems approach to planning, scheduling, and controlling*. John Wiley & Sons. 880 pp. ISBN: 978-1-119-80537-3.
6. LARSON, E., GRAY, C. 2014. *Project Management: The Managerial Process 6e.* McGraw Hill. 624 pp. ISBN 978-1-259-01070-5.
7. MEREDITH, J. R., SHAFER, S. M., MANTEL JR, S. J. 2017. *Project management: a strategic managerial approach*. John Wiley & Sons. 544 pp. ISBN 978-1-119-36909-7
8. Project Management Institute. 2021. *The Standard for Project Management and a Guide to the Project Management Body of Knowledge*. 370 pp. ISBN 978-1-62825-664-2.
9. ROWE, S. F. 2020. *Project management for small projects*. Berrett-Koehler Publishers. 298 pp. ISBN 978-1-5230-9769-2.
10. VARAJÃO, J., MARQUES, R. P., TRIGO, A. 2022. Project management processes–impact on the success of information systems projects. In *Informatica*, vol. 33, no. 2, pp. 421–436. ISSN 0868-4952.
11. WATT, A. 2014. *Project Management*. Victoria: BCcampus, 214, 265 pp. ISBN 9781774200131.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
120 hours, of which:
blended learning (L, S, C): 40
self-study: 50
other: completion of assignments in seminars: 30

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Martina Hudecová, PhD.					
Date of last change: 12.03.2026					
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.					

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Project Controlling and Reporting
Type, scope and method of educational activities: Type (L, TL, S): LTL Scope: 2 hours per week of lectures + 1 hour per week of tutorials Method: in person Mode: full-time	
Number of credits: 2	
Recommended semester: 5	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars, as well as the completion of assignments on selected topics, is a prerequisite for sitting the written examination. • 100% final assessment – project report (interim + final) – 50%, interim assignments and seminar participation – 30%, and final test/exam – 20%.Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: The student understands the principles of project controlling and reporting in both the business and public sectors. They are familiar with tools for monitoring the budget, time, performance and risks of a project. 2. *Skills*: The student is able to monitor budget expenditure, evaluate variances, and prepare internal management reports and monitoring reports for grant projects. 3. *Professional competences*: The student is able to ensure transparent project management, prepare documentation for audits and support managerial decision-making through control tools. 4. *Transferable competences*: The course develops analytical thinking, accuracy in working with data, responsibility for resource management and the ability to present project results.	
Brief content of the subject: 1. Project controlling, its significance and role in project management (private sector vs. public sector). 2. Project budgeting and financial planning. Project budget preparation (internal / grant-funded). 3. Monitoring of budget utilisation and project cash flow. Variance analysis. 4. Time control and schedule monitoring. Monitoring of milestone achievement. 5. Project performance indicators (KPIs). Design of a performance measurement system. 6. Earned Value Management (EVM) and the basics of its application. Calculation of key EVM indicators. 7. Change management in the project. Drafting a project change proposal. 8. Project risks and their control. Updating the risk register. 9. Project reporting within the organisation (internal reports, controlling). Preparation of management and project reports.	

10. Project reporting in the public sector (monitoring reports, grant statements, EU projects). Structure of a monitoring report.
11. Audit, control and transparency of the project (public finances). Identification of control nd risks.
12. Final project evaluation and lessons learnt. Preparation of the final evaluation report.
13. Presentation of a comprehensive project control and evaluation report.

Recommended literature:

1. KERZNER, H. 2022. *Project Management.* Hoboken: Wiley. 880 p. ISBN 978-1119805380.
2. PMI. 2021. *PMBOK® Guide.* Newtown Square: Project Management Institute. 274 p. ISBN 978-1-62825-664-2.
3. PRINCE2. 2017. *Managing Successful Projects with* PRINCE2. London: The Stationery Office. 324 pp.
4. HORVÁTH, P. et al. 2018. *Controlling.* Brno: Bizbooks. 456 pp. ISBN 978-80-251-4552-4.
5. MEREDITH, J., MANTEL, S. 2019. *Project Management.* Hoboken: Wiley. 736 p. ISBN 978-1119587294.
6. OECD. 2019. *Evaluating Development Co-operation.* Paris: OECD Publishing. 170 p. ISBN 978-92-64-31895-3.
7. EUROPEAN COMMISSION. *Methodological Guides for Monitoring EU Projects.* Luxembourg: Publications Office of the European Union.
8. SYNEK, M. et al. 2015. *Managerial Economics.* Prague: Grada Publishing. 480 p. ISBN 978-80-247-5112-6.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
60 hours, of which:
blended learning (L, S, C): 20
self-study: 25
other: completion of assignments in seminars: 15

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: PhDr. Martin Halmo, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Risk and Opportunity Management
Type, scope, and method of educational activities: Type (L, TL, P): L Scope: 2 hours per week of lectures + 1 hour per week of tutorials Method: in person, Mode: full-time	
Number of credits: 5	
Recommended semester: 5	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics are required to sit the written examination. • 100% final assessment – 40% final written examination, 40% continuous assessment, 20% completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), FX (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: The student will acquire theoretical knowledge in the field of risk and opportunity management in management and project management. They will understand the basic concepts and terminology of risk management, the principles and processes of risk management in accordance with ISO 31000, as well as the importance of identifying, analysing, assessing and monitoring risks and opportunities for the success of organisations and projects. They will gain an overview of qualitative and quantitative methods of risk assessment and of economic approaches to evaluating decisions under conditions of uncertainty. 2. *Skills*: Students will be able to identify risks and opportunities in projects and processes, apply basic qualitative and quantitative methods for their analysis, and interpret the results obtained. They will learn to work with risk matrices, simple analytical tools, data and indicators, and will be able to use them when evaluating alternative solutions and supporting decision-making in project management. 3. *Professional competences*: Students will acquire the competences necessary to support the management of risks and opportunities at the operational level within organisations and projects. They will be able to participate in the development and implementation of risk management measures, prepare input for managerial decision-making, engage in risk monitoring and reporting, and contribute to enhancing the stability and effectiveness of projects and processes. 4. *Transferable skills*: Students will develop analytical and critical thinking, the ability to work with information and data in conditions of uncertainty, and the ability to solve problems systematically. They will acquire skills in teamwork, independent work, communication and the presentation of results, which are applicable in various areas of management practice.	
Brief content of the subject: 1. Introduction to risk and opportunity management in management and project management and their significance for the success of organisations and projects.	

2. Basic concepts and terminology of risk and opportunity management and the relationship between risk, uncertainty and opportunity.
3. Risk management according to ISO 31000, context analysis, risk policy and the risk management structure within an organisation.
4. Identification of risks and opportunities in projects and processes, and an overview of selected identification methods.
5. Qualitative risk analysis, risk matrix, Risk Priority Number and the creation of risk maps.
6. Quantitative analysis of risks and opportunities and an overview of basic risk assessment methods.
7. Data-driven risk assessment and the application of correlation, regression and sensitivity analysis.
8. Risk management under conditions of uncertainty, scenario-based approaches and what-if analyses.
9. Decision-making regarding risks and opportunities and the selection of response strategies to risks and opportunities.
10. Economic assessment of risks and opportunities and the application of cost-benefit analysis and selected economic indicators.
11. Implementation of measures for managing risks and opportunities and their integration into project management.
12. Monitoring, control and reporting of risks and opportunities using indicators and management tools.
13. Practical applications of risk and opportunity management through case studies and simulations.

Recommended literature:

1. A *Guide to the Project Management Body of Knowledge (PMBOK® Guide). 8th ed.* 2024. Newtown Square: Project Management Institute. 756 pp. ISBN 978-1628258165
2. HILLSON, D. 2023. *The Risk Management Handbook. 2nd ed.* London: Kogan Page. 336 pp. ISBN 978-1398610978.
3. HOPKIN, P. 2024. *Fundamentals of Risk Management. 6th ed.* London: Kogan Page. 448 pp. ISBN 978-1398611425.
4. CHAPMAN, C., WARD, S. 2022. *Project Risk Management: Processes, Techniques and Insights. 3rd ed.* Chichester: Wiley. 560 pp. ISBN 978-1119483096.
5. ISO 31000:2018. *Risk management – Guidelines*. Geneva: International Organization for Standardization. 22 pp.
6. KERZNER, H. 2024. *Project Management: A Systems Approach. 14th ed.* Hoboken: Wiley. 1312 pp. ISBN 978-1119805375.
7. KUTNER, M. H. et al. 2023. Applied Linear Statistical Models. 6th ed. McGraw-Hill. 1392 pp. ISBN 978-1256289747.
8. MCNEIL, A. J., FREY, R., EMRICH, P. N. 2024. *Quantitative Risk Management. 3rd ed.* Princeton: Princeton University Press. 720 pp. ISBN 978-0691223621.
9. OLSON, D. L., WU, D. D. 2023. *Enterprise Risk Management. 4th ed.* Singapore: World Scientific. 392 pp. ISBN 978-9811278698.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
150 hours, of which:
blended learning (L, S, C): 50
self-study: 60
other: completion of assignments in seminars: 40

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: Ing. Stanislava Honzová, PhD., PhDr. Ján Ganobčík, PhD., MSc.
Date of last change: 12.03.2026
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Semester Project I.
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 2 hours per week of tutorials Method: in person Mode: full-time	
Number of credits: 7	
Recommended semester: 2	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • To be eligible for the examination, students must attend lectures and seminars and complete assignments during the semester as set by the lecturer. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments as set by the lecturer are required to sit the written exam. • 100% final assessment – Preparation and presentation of a case study (20 marks), preparation of survey materials and conducting the survey (60 marks), preparation and presentation of the final project report (20 marks). The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: The student will acquire systematic knowledge of the methodology for the preparation, implementation and evaluation of a project. They will understand the theoretical foundations and purposes of data collection, cleaning and evaluation, as well as the principles of tools for measuring project attributes. They will gain an understanding of the capabilities of the project's context, such as strategy, management systems, structures and processes, compliance, standards and regulations, influences and interests, culture and values, with an emphasis on their application in planning, decision-making and the optimisation of project processes. 2. *Skills*: Students will develop practical skills in both individual work and team collaboration during the preparation and implementation of a project, particularly in the creative phase of project design. They will acquire the ability to systematically conceptualise proposals and formulate clear, relevant and measurable questions aimed at identifying key project information. They will gain proficiency in the basic processing and analytical evaluation of acquired data, with an emphasis on its practical application in project management. 3. *Professional competences*: Students will acquire the ability to provide, receive and process feedback from colleagues within the team in the context of collaboration on partial deliverables. They will develop the competence to interpret the data obtained, evaluate it critically and formulate informed conclusions that can be used in decision-making, planning and optimising project solutions. At the same time, they will adopt a responsible approach to working both collaboratively within a team and individually with data, as well as presenting this data to relevant project stakeholders. 4. *Transferable skills*: Students will develop analytical and presentation skills applicable in various professional contexts. They will strengthen their strategic and conceptual thinking when solving problems and making decisions. They will consolidate their ability to make informed decisions independently, defend them with sound reasoning, and take responsibility for proposed solutions in both team and individual work environments.	

Brief content of the subject:

1. Introduction to the course: Semester Project I. The project as a tool for implementing change within the context of society and organisations. The purpose, objectives, starting points and perspectives of the project, and its positioning. Key roles and responsibilities within the project. Project organisation. Setting course objectives, allocation of reports/case studies – skills in the area of Perspective.
2. Brainstorming, initial project proposals. Market analysis, data collection options. Discussion on the possibilities of applying research/surveys in the semester project.
3. Advantages and limitations of the questionnaire as a research tool. Structure and logic of the questionnaire. Analysis of practical examples. Defining the survey objective. Formulating the research problem. Setting research questions. Identifying the target group of respondents. Drafting the basic survey concept.
   Case study – competencies Strategy: Alignment with the organisation's mission and vision. Identifying and utilising opportunities to influence the strategy of a (sustainable) organisation. Developing and ensuring the ongoing validity of the project's rationale for the organisation. Defining, evaluating and verifying success factors. Defining, evaluating and verifying key performance indicators.
4. Creating a questionnaire I. Formulating closed questions. Formulating open questions. Creating scales and response options. Principles of clarity and objectivity in questions. Internal discussion of the questionnaire draft.
   - Case study – competencies Management system, structures and processes: Understanding the principles of project management, programme management and portfolio management. Methods of their application. Aligning the project with the organisation's decision-making and reporting structures and with quality requirements. Aligning the project with human resources processes and activities. Aligning the project with financial and control processes and activities.
5. Questionnaire design II. Optimising the questionnaire structure. Logical sequencing of questions. Eliminating errors and ambiguities. Pilot testing of the questionnaire. Finalising the research tool.
   - Case study – capabilities Compliance requirements, standards and regulations: Determining and ensuring the project's compliance with all relevant legislation, all relevant health, safety and environmental regulations, all relevant codes of conduct and industry regulations, and all relevant sustainability objectives and principles. Assessment, application and development of professional standards and tools for the project.
6. Organisation of data collection. Selection of distribution channels. Ethical aspects of the questionnaire. Protection of respondents' personal data. Preparation for conducting the survey.
   - Case study – competencies Managing influences and interests: Assessing the personal interests of others and their potential impact on the project. Assessing the informal influence of individuals and groups and its potential impact on the project. Assessing the personalities and working styles of others and utilising them for the benefit of the project.
7. Conducting a survey I. Distributing the questionnaire. Monitoring response rates. Resolving any issues that arise. Ongoing data quality control. Evaluating the survey process.
   - Case study – competencies Recognising culture and differing values in projects: Assessing the culture and values of the community and their implications for the project. Aligning the project with the organisation's formal culture and values. Assessing the organisation's informal culture and values and their implications for the project.
8. Conducting the survey II. Closing the data collection. Checking the completeness of responses. Data cleaning. Preparing data for analysis. Summary of the implementation process.
9. Data processing I. Sorting of data. Basic statistical processing. Graphical representation of results. Interpretation of key findings. Discussion of the relevance of the outputs. Identification of trends and correlations. Comparison of findings with the survey objectives. Formulation of key findings. Preparation of materials for proposed measures.

10. Proposal of measures. Transformation of findings into project recommendations. Setting priorities for solutions. Assessment of the feasibility of proposals. Creation of a pilot project proposal. Consultation on developed solutions.
11. Finalising the project. Incorporating feedback. Finalising the project concept. Structuring the final report. Preparing for the presentation of results.
12. Project presentation. Expert presentation of survey results.
13. Defending proposals with arguments. Discussion of the presented solutions. Reflection on the experience gained.

Recommended literature:

1. CARNEGIE, D. 2016. *How to Win Friends and Influence People*, IKAR, 256 pp. ISBN 9788055149134.
2. COLLINS, H. 2017. *Theory and Practice of Research in the Creative Industries*. Barrister & Principal, 212 pp. ISBN 9788074851254.
3. IPMA SLOVAKIA. Self-Assessment Test Form, https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.ipmaslovakia.sk%2Fwp-content%2Fuploads%2F2022%2F09%2FFormular_Test_pre_sebahodnotenie_Projekt_Program_Portfolio.xlsx&wdOrigin=BROWSELINK.
4. LEDDEN E. 2018. *Successful Presentations*, Prague: Grada. 176 pp. ISBN 9788024729121.
5. NOVOTNÁ H. 2020. *Research Methods in the Social Sciences*. Prague: Faculty/institute of Humanities, Charles University in Prague, 496 pp. ISBN 9788075710253.
6. PEYTCHEVA E., YAN T. 2025. A *Practical Guide to Survey Questionnaire Design and Evaluation*. London: Routledge. 162 pp. ISBN 978-1-003-36782-6.
7. ŠIROKÝ J. et al. 2019. *Writing and Presenting Academic Texts*. Prague: Leges Publishing House, s.r.o. 200 pp. ISBN 9788075023407.
8. TEREK M. 2019. *Questionnaire Surveys and Analysis of Collected* Data. Bratislava: Equilibria. 202 pp. ISBN 9788081432477.
9. WESTFALL, C. 2012. *The New Elevator Pitch - The Definitive Guide to Persuasive Communication in the Digital Age*. Denver: Priority Press. 214 pp. ISBN-13: 978-0985414818.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
210 hours, of which:
blended learning (P, S, C): 62
self-study: 78
other: completion of a term project (assignment) and preparation for continuous assessment: 70

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: Ing. Silvia Drahošová, PhD., PhDr. Martin Halmo, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Semester Project II.
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 2 hours per week of tutorials Method: in person Mode: full-time	
Number of credits: 7	
Recommended semester of study: 3	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • To be eligible to sit the examination, students must attend lectures and seminars and complete an assignment during the semester as set by the lecturer. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments as set by the lecturer are required to sit the written examination. • 100% final assessment – Preparation and presentation of a case study (20 marks), preparation of the final version of the comprehensive project documentation (60 marks), presentation and defence of the project (20 marks). The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will deepen their systematic understanding of how to apply research findings and capability reports from a project perspective to the creation and development of a project proposal. They will understand the principles of transforming analytical outputs into specific project objectives, activities and measurable performance indicators. They will gain knowledge of resource planning, project timelines, risks and quality. They will master the theoretical foundations of creating project documentation and preparing a project for implementation in a real organisational environment. They will gain knowledge of technical competencies and procedures such as project design, requirements, objectives and benefits, scope, time, organisation and information, quality, finance, resources, procurement, planning and control, risks and opportunities, stakeholders, change and transformation. 2. *Skills*: Students will develop the ability to build on existing research and utilise its results in the systematic creation of a comprehensive project proposal. They will acquire the skill to define project objectives, outputs and indicators, create a framework schedule and propose resource allocation. They will gain practical experience in identifying and assessing project risks, as well as in preparing structured project documentation. They will enhance their ability to coordinate within a team when finalising the solution. 3. *Professional competences*: Students will acquire the competence to link analytical findings with managerial decision-making and to propose feasible project solutions that reflect the needs of target groups. They will develop the ability to comprehensively assess the feasibility of a project in terms of resources, risks and expected benefits. They will gain experience in the professional justification of a project proposal and its defence before a specialist audience. They will strengthen their responsible approach to the planning and implementation of project solutions. 4. *Transferable competences*: Students will deepen their ability to think strategically within the broader context of the organisation and its environment. They will develop advanced analytical, planning and presentation skills applicable in various areas of management.	

They will strengthen their ability to work under time pressure, coordinate teamwork and effectively communicate project solutions to various target groups. They will consolidate their competence in taking responsibility for complex decisions and their consequences in a professional context.

Brief content of the subject:

1. Introduction to the course: Semester Project II. Building on the findings of the survey conducted in the previous semester. Analysis of key findings. Identification of project opportunities. Assignment of case studies – competencies in the area of Procedures – technical competencies. Establishing a framework for the next steps.
2. Formulation of the project proposal. Defining the project's vision and objectives. Defining the scope of the project. Identification of stakeholders. Discussion on the strategic positioning of the project within the organisation.
   - Case study – competencies Project design: Recognise, prioritise and review success criteria. Examine and apply lessons learnt from this and other projects. Determine the complexity of the project and its impact on the approach. Select and review the overall approach to project management. Create a project implementation structure.
   - Case study – competencies Stakeholders: Identify stakeholders and analyse their interests and influence. Develop and maintain a stakeholder strategy and communication plan. Negotiate with executive management, clients and senior management to secure buy-in and manage interests and expectations. Negotiate with users, partners, suppliers and other stakeholders to secure their cooperation and agreement. Organise and maintain networks and alliances.
3. Structuring the project solution. Defining the main project deliverables. Creating a logical structure of activities. Linking activities to objectives. Setting measurable performance indicators.
   - Case study – competencies Scope: Identify project outputs. Structure the project scope. Identify project work packages. Create and maintain the project configuration.
   - Case study – competencies Requirements, objectives and benefits: Establish and create a hierarchy of project objectives. Identify and analyse the needs and requirements of project stakeholders. Prioritise and decide on requirements and acceptance criteria.
4. Planning the project timeframe. Identifying project phases. Creating an implementation schedule. Setting milestones. Checking the feasibility of the schedule.
   - Case study – competencies Time: Identify the activities required to deliver the project. Determine the effort and duration of each activity. Decide on the approach to phased planning. Sequence project activities and create a schedule. Monitor progress against the schedule and make necessary adjustments.
5. Project resource planning. Identification of personnel capacity. Material and financial provision for the project. Cost estimation. Discussion on the effective use of resources.
   - Case study – resource management: Develop a strategic resource plan for project delivery. Determine the quality and quantity of resources required. Identify potential sources of resources and negotiate their acquisition. Allocate and distribute resources according to identified needs. Evaluate resource utilisation and take necessary corrective action.
   - Case study – Finance competencies: Estimate project costs. Draw up a project budget. Secure project funding. Create, implement and maintain a financial management and reporting system for the project. Monitor project funding to identify and rectify deviations from the project plan.
6. Project risk management. Identification of potential risks. Analysis of the probability and impact of risks. Proposal of preventive measures. Development of a risk response plan.
   - Case study – Competencies: Risks and opportunities: Develop and implement a risk management framework. Identify risks and opportunities. Assess the likelihood and impact of risks and opportunities. Select strategies and implement response plans to address risks and opportunities. Evaluate and monitor risks, opportunities and implemented responses.
7. Project quality management. Setting quality criteria. Control mechanisms. Monitoring the achievement of objectives. Evaluating interim outputs. Adjusting the project plan based on findings.
   - Case study – Quality competence: Create a quality management plan for the project,

monitor its implementation and review it. Assess the project and its outputs and ensure they continue to meet the requirements of the quality management plan. Verify the achievement of project quality objectives and recommend necessary corrective and/or preventive measures. Plan and organise the validation of project results. Ensure quality throughout the project.

8. Economic and benefit assessment of the project. Analysis of expected benefits. Assessment of cost-effectiveness. Evaluation of the project's return on investment. Justification of economic viability.
   - Case study – Procurement skills: Agree on procurement needs, options and processes. Contribute to the evaluation and selection of suppliers and partners. Contribute to negotiations and the agreement of contract terms and conditions that align with the project's objectives. Oversee contract fulfilment, resolve issues and seek compensation where necessary.
9. Project communication plan. Identification of target communication groups. Selection of communication tools. Setting up information flows. Presentation of the project to stakeholders.
   - Case study – Organisational capabilities and information: Assess and determine stakeholders' needs regarding information and documentation. Establish the structure, roles and responsibilities within the project. Create the infrastructure, processes and systems for information flow. Establish, monitor and maintain the project organisation.
10. Project implementation framework. Establishing implementation conditions. Organisational arrangements for the project. Coordination of the project team. Monitoring and reporting mechanisms.
    - Case study – competencies Planning and control: Project initiation, creation of a project management plan and obtaining its approval. Launching and managing the transition to the next project phase. Monitoring project performance against the plan and taking necessary corrective action. Reporting on project progress. Assessing changes to the project, obtaining approval and implementing them. Closing and evaluating a phase or the project.
11. Creating comprehensive project documentation. Structuring the project proposal. Drafting individual sections of the documentation. Formatting the project in terms of both form and content. Consulting on the draft proposal.
    - Case study – competencies Change and transformation: Assessing an organisation's adaptability to change. Identifying change requirements and transformation opportunities. Developing a change or transformation strategy. Implementing a change or transformation strategy.
12. Finalisation of the project. Incorporation of comments and feedback. Verification of the alignment of objectives, activities and resources. Preparation of the final version of the project. Rehearsal of the professional presentation.
13. Presentation and defence of the project. Professional presentation of a comprehensive project proposal. Argumentative defence of the solution. Discussion on the feasibility of the project. Reflection on the project development process. Final assessment of the course.

Recommended literature:

1. DOHNAL, J., POUR, J. 2016. *IT in Business Management*. Professional Publishing. ISBN 978-80-7431-160-4.
2. GOELDNER C.R., RITCHIE, J.R.B. 2014. *Tourism – Principles, Examples, Trends.* Prague: BIZBOOKS, 545 pp. ISBN: 978-80-251-2595-3.
3. HUŽVÁR, J., LACO, P. 2014. *Information Technologies in Economic Practice – Materials for the Software Product*. PALSTAT CAQ Bratislava: Wolters Kluwer. ISBN 978-80-8168-084-7.
4. IPMA SLOVAKIA. Self-Assessment Test Form, https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.ipmaslovakia.sk%2Fwp-content%2Fuploads%2F2022%2F09%2FFormular_Test_pre_sebahodnotenie_Projekt_Program_Portfolio.xlsx&wdOrigin=BROWSELINK.
5. LEDDEN, E. 2018. *Successful Presentation, Prague:* Grada, 176 pp. ISBN 9788024729121.
6. NOVÁKOVÁ, R., KOLLÁROVÁ, D., TOMÁNKOVÁ, A. 2012. *Marketing Communication Strategies – Case Studies.* Trnava: FMK UCM in Trnava, 357 pp. ISBN 978-80-8105-359-7.

7. REMIŠOVÁ, A. 2015. *Current Trends in Business Ethics. From Theory to Practice.* Bratislava: Wolters Kluwer, 260 pp. ISBN 9788081682131.
8. ŠIROKÝ, J. et al. 2019. *Writing and Presenting Academic Texts.* Prague: Leges Publishing House, s.r.o. 200 pp. ISBN 9788075023407.
9. WESTFALL C. 2012. The *New Elevator Pitch - The Definitive Guide to Persuasive Communication in the Digital Age*. Denver: Priority Press. 214 pp. ISBN-13: 978-0985414818.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
210 hours, of which:
blended learning (P, S, C): 62
self-study: 78
other: completion of a term project (assignment) and preparation for continuous assessment: 70

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: Ing. Silvia Drahošová, PhD., PhDr. Ján Ganobčík, PhD., MSc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Semester Project III.
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 2 hours per week of tutorials Method: in person Mode: full-time	
Number of credits: 7	
Recommended semester: 4	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • To be eligible for the examination, students must attend lectures and seminars and complete an assignment during the semester as set by the lecturer. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments as set by the lecturer are required to sit the written examination. • 100% final assessment – practical implementation of a specific project (50%), project report (30%), preparation and presentation of a case study (20%). The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will acquire specific knowledge in the field of planning, organising and implementing small to medium-sized projects, or marketing events of various scales. They will acquire theoretical foundations and knowledge of the social skills of project managers, such as self-reflection and self-control, personal integrity and reliability, communication, relationships and engagement, leadership, teamwork, conflict and crisis management, resourcefulness, negotiation, and result orientation 2. *Skills*: Students will be able to independently and creatively plan, prepare and implement a project or event of a small or medium scale. They will be able to identify target groups, define project objectives, draw up a schedule and budget, secure the necessary resources and ensure cooperation with partners. They will acquire practical skills in project management, teamwork and presentation techniques. They will be able to evaluate the success of an event using appropriate analytical tools. 3. *Professional competences*: The student will be professionally competent to plan and manage small- or medium-scale projects in various fields of practice – e.g. in schools, tourism, culture and services. They will be able to respond flexibly to unforeseen situations during project implementation, lead a small project team, motivate them and communicate proactively, set and share objectives, and make decisions to ensure that the project's direction and outcomes align with the client's identity and values. They will acquire the ability to formulate and provide feedback and learn how to receive it. 4. *Transferable skills*: The student will be able to work conceptually, either independently or in a team, take responsibility for individual project phases, communicate across departments or with external partners, and present the results of their work to a specialist audience. They will acquire skills applicable in many other areas of student or professional practice, which will assist them in their further professional development.	
Brief content of the subject: 1. Introduction to the course: Semester Project III. Review of the project proposal from the previous semester. Identification of the project's strengths and weaknesses. Setting	

implementation priorities. Setting course objectives. Distribution of reports/case studies – competencies in the area of People – Social Competencies.

2. Simulation of project implementation. Development of implementation scenarios. Allocation of roles within the project team. Coordination of project activities. Monitoring of planned activities.
   - Case study – Self-reflection and self-management skills: Recognising the ways in which one's own values and experiences influence work and reflecting on them. Building self-confidence based on personal strengths and weaknesses. Recognise one's personal motivation and use it to set goals and maintain focus. Organise one's work according to the situation and one's resources. Take responsibility for one's own learning and development.
3. Advanced time and resource management. Updating the project schedule. Optimising capacity utilisation. Resolving resource conflicts. Operational management decision-making.
   - Case study – competencies Teamwork: Select and build a team. Foster collaboration and networking among team members. Support, facilitate and evaluate the development of the team and its members. Strengthen teams by delegating tasks and responsibilities. Admitting mistakes and facilitating learning from them.
4. Financial management of the project. Detailed cost calculation. Budget monitoring during implementation. Identification of deviations. Proposal of corrective measures. Assessment of the project's financial sustainability.
   - Case study – competencies Personal integrity and reliability: Recognise and apply ethical values in all decisions and actions. Support the sustainability of outputs and outcomes. Take responsibility for one's decisions and actions. Act, make decisions and communicate with integrity. Carry out tasks thoroughly to gain the trust of others.
5. Risk management during the implementation phase. Updating the risk register. Identifying new threats and opportunities. Crisis scenarios. Implementing preventive and corrective measures.
   - Case study – competencies Communication: Provide others with clear and structured information and verify their understanding. Facilitate and encourage open communication. Select communication styles and channels according to the needs of the audience, the situation and the management level. Communicate effectively with virtual teams. Use humour and a sense of perspective where appropriate.
6. Quality control and evaluation of outputs. Setting evaluation criteria. Verifying the fulfilment of project objectives. Measuring performance indicators. Analysis of results achieved.
   - Case study – Competencies: Conflict and Crisis: Anticipate conflicts and crises and potentially prevent them. Analysing the causes and consequences of conflicts and crises and selecting an appropriate response. Acting as a mediator to resolve conflicts and crises or mitigate their impact. Identifying and sharing lessons learnt from conflicts and crises to improve future practices.
7. Managing change in a project. Identifying the need for change. Assessing the impact of changes on scope, time and budget. The change approval process. Updating project documentation.
   - Case study – competencies Resourcefulness: Foster and support an open and creative environment. Apply conceptual thinking to identify situations and strategies. Apply analytical techniques to analyse situations, financial and organisational data, and trends. Promote and apply creative techniques to find alternatives and solutions. Promote a holistic view of the project and its content to improve decision-making.
8. Assessing the benefits and impacts of the project. Measuring short-term and long-term effects. Assessing the benefit to the organisation. Analysing stakeholder satisfaction. Comparing planned and actual results.
   - Case study – skills Negotiation: Identify and analyse the interests of all parties involved in the negotiation. Develop and evaluate options and alternatives with the potential to satisfy the needs of all parties. Establish a negotiation strategy in line with one's own objectives that is acceptable to all parties involved. Reach negotiated agreements with other parties that are in line with one's own objectives. Identify and exploit further

business and procurement opportunities.

9. Strategic anchoring of the project. Aligning the project with the organisation's strategy. Sustainability of project outputs. Opportunities for scaling or further development of the project. Discussion of the project's long-term value.
    - Case study – competencies Leadership: Encouraging action and proactively offering help and advice. Taking ownership and demonstrating commitment. Guiding, coaching and mentoring to lead and improve the work of individuals and teams. Exercise appropriate power and influence over others to achieve objectives. Accept, enforce and evaluate decisions.
10. Project controlling and reporting. Setting up control mechanisms. Preparing interim and final reports. Visualising project indicators. Managerial interpretation of data.
    - Case study – Competencies: Relationships and Engagement: Initiate and develop personal and professional relationships. Build, foster and contribute to social networks. Demonstrate empathy through listening, understanding and support. Demonstrate trust and respect by encouraging others to share their views and concerns. Share one's vision and goals to foster the involvement and commitment of others.
11. Final project evaluation. Comprehensive analysis of success. Identification of lessons learnt from implementation. Proposal of recommendations for future projects. Reflection on project management in practice.
    - Case study – competencies Results orientation: Evaluate all decisions and actions in terms of their impact on the project's success and the organisation's goals. Balance needs and resources to achieve the best possible results and success. Create and maintain a healthy, safe and productive working environment. Promote and present the project, its processes and results. Deliver results and achieve acceptance.
12. Preparation of the project's expert defence. Structuring of the final documentation. Formulation of the line of argument. Rehearsal of the presentation and responses to questions. Consultation on the final version of the project.
13. Final presentation and defence. Technical presentation of implementation and evaluation outputs. Discussion with a specialist audience. Critical evaluation of the project process. Final reflection on the course and the competences acquired.

Recommended literature:

1. BUVALOVÁ, H. 2016. *The Effectiveness of Event Marketing*. Brno, 2016. Bachelor's thesis. Masaryk University, Faculty/institute of Economics and Administration.
2. DOHNAL, J., POUR, J. 2016. *IT in Business Management*. Prague: Professional Publishing. 250 pp. ISBN: 978-80-7431-160-4.
3. GETZ, D., PAGE, S. J. 2016. Progress and prospects for event tourism research. *In Tourism* Management, vol. 52, pp. 593–631. ISSN 0261-5177.
4. HUŽVÁR, J., LACO, P. 2014. *Information Technologies in Economic Practice – Materials for the* PALSTAT CAQ Wolters Kluwer *software product*. ISBN 978-80-8168-084-7.
5. IPMA SLOVAKIA, Self-Assessment Test Form, https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.ipmaslovakia.sk%2Fwp-content%2Fuploads%2F2022%2F09%2FFormular_Test_pre_sebahodnotenie_Projekt_Program_Portfolio.xlsx&wdOrigin=BROWSELINK.
6. JAWOROWICZ, P., JAWOROWICZ, M. 2016. *Event marketing in integrated marketing communications*. Warsaw: Difin, 2016. ISBN 978-83-7930-999-5.
7. RITCHIE, J. R. B. 2014. *Tourism – Principles, Examples, Trends*. Brno: BizBooks. ISBN: 978-80-251-2595-3.
8. ŠINDLER, P. 2003. *Event Marketing: How to Use Emotions in Marketing Communication*. Prague: Grada, ISBN 80-247-0444-1.
9. ŠIROKÝ J. et al. 2019. *Writing and Presenting Academic Texts*. Prague: Leges Publishing House, s.r.o. 200 pp. ISBN 9788075023407.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
210 hours, of which:
blended learning (L, S, C): 62
self-study: 78

other: completion of a term project (assignment) and preparation for continuous assessment: 70					
Course assessment Total number of students assessed:					
A	B	C	D	E	FX
Lecturers: Ing. Silvia Drahošová, PhD., PhDr. Ján Ganobčík, PhD., MSc.					
Date of last change: 12.03.2026					
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.					

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Strategic Planning and Project Portfolio
Type, scope and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of seminars Method: in person Mode: full-time	
Number of credits: 5	
Recommended semester: 2	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics are required to sit the written examination. • 100% final assessment – 70% written examination, 30% completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: Through this course, the student will gain an understanding of the academic discipline and terminology related to an introduction to strategic planning and project portfolios, and will be able to define individual concepts in the field of strategic management and planning. They will possess knowledge of the main characteristics and definitions of a project, as well as project principles and project planning phases. The student is able to define the necessity of strategic project management and describe its process. They are familiar with the historical development, current trends and approaches to strategic planning. The student has knowledge of the strategic planning process and can define its individual phases and procedures. They are familiar with the most accessible options for financial project planning and the latest methodologies and standards used in project management. Students are able to identify the individual risks that arise in strategic project planning and, based on practical examples, understand their significance for the organisation. The student can define the roles and responsibilities of stakeholders within strategic planning, which is particularly essential in service-providing organisations, and understands the importance of cooperation and partnerships among stakeholders in planning strategies and projects. 2. *Skills*: The student is able to apply the basic principles of strategic project planning, both theoretically and practically. They are able to define the key attributes of a successful project-based business in practice. The student is able to formulate recommendations for organisations seeking to improve their business operations and enhance their competitiveness through project planning and implementation. The student is able to independently assess the necessity of the strategic project planning process and can clearly define the significance of projects in achieving the organisation's strategic objectives and strategy. They possess knowledge of the Balanced Scorecard (BSC) methodology and strategic mapping. They are familiar with the essential qualities and competencies that a project manager should possess within the planning process. 3. *Professional competences*: The student is professionally competent to navigate a wide	

range of theoretical and practical knowledge relating to strategic project planning. The student is familiar with new trends that shape and significantly influence project development. The student is able to recommend procedures and options to a company on how to appropriately approach the steps involved in strategic planning. Based on their knowledge of the financial options for project support, students are able to propose to a real-world company ways to proceed in order to create a strategic project plan. Upon completion of the course, students are professionally qualified to apply the knowledge and skills acquired in practical work within various types of organisations.

4. *Transferable competences*: Students on this course will acquire communication skills, be able to work in teams , and master techniques of organisation, planning and time management. Students will enhance their digital literacy and analytical thinking and acquire the ability to analyse and solve problems. Students will develop a refined, professional style of written and oral expression, which they will subsequently apply in other modules, thereby raising their overall level of education.

Brief content of the subject:

1. Strategic project planning. The relationship between organisational strategy and projects. Discussion of the strategic objectives of selected organisations. Selection of an organisation for the term paper, in which the student will propose the implementation of strategic project planning.
2. Strategic objectives as the starting point for projects. The role of projects in strategy implementation. Identification of the strategic objectives of the selected organisation.
3. Strategic project plan. Content and significance of the strategic project plan. Proposal for the basic structure of the strategic project plan.
4. Identification of project objectives. Analysis of the baseline situation as a basis for projects. Formulation of project objectives in line with the strategy.
5. Formulation of project objectives. Expected benefits and links to strategic priorities. Defining the objectives and benefits of individual projects.
6. Stakeholders and partnerships in strategic project planning. Identification of project stakeholders and partners. Basic stakeholder analysis.
7. Selection of projects for the portfolio. Basic project selection criteria. Application of selection criteria to proposed projects.
8. Creating a project portfolio. Organising projects and their interrelationships. Designing a project portfolio for a selected organisation.
9. Resources and capacities in the project portfolio. Basic constraints on project implementation. Taking capacity constraints into account in the portfolio.
10. Risks and conflicts in the project portfolio. Identification of risks at portfolio level. Proposal of basic measures.
11. Monitoring the project portfolio. Tracking the fulfilment of strategic objectives. Proposal for simple project portfolio indicators.
12. The role of the project manager in a strategic context. Finalising the project portfolio proposal
    Consultations on term papers.
13. Strategic planning and project portfolios in practice. Examples from organisations and companies in the private and public sectors. Presentation of term papers. Feedback and summary of the course.

Recommended literature:

1. FERRER ROMERO, E. F. 2018. Strategic project management: a methodology for sustainable competitive advantage. In *Revista Escuela de Administración*, 2018. pp. 15–31. ISSN 2590- 521X.
2. HARTLEY, S. 2020. *Project Management*: A *practical guide to planning and managing projects*. New York: Routledge, 2020. 460 p. ISBN 13: 9781760631789.
3. HOUSHMANDRAD, M. H., FETANATFARDHAGHIGHI, M. 2023. *Advanced Strategic Management (Strategy, Risk and Improving Quality).* 310 pp. ISBN 978-600-7478-74-5.
4. LISHNER, M., SHTUB, A. 2023. Enhancing Strategic Planning of Projects: Selecting the Right Product Development. In *Information*, vol. 14, no. 632, pp. 1–22. 2023. ISSN 2078-2489.

5. LYNCH, S. 2021. The Influences of Multiple Factors on the Success of Strategic Planning in Project Management. In *Journal of Management and Strategy*, vol. 12, no. 1, 2021. pp. 31–35. ISSN 1923-3973.
6. NEWTON, R. 2016. *Project management step by step: how to plan and manage a highly successful project. Second edition*. Harlow, England: Pearson, 2016. ISBN 978-1-292-14219-7.
7. REAICHE, C. 2022. *Project Management: A Strategic Approach*. Townsville: James Cook University, 2022. 208 p. ISBN 978-0-6452143-9-0.
8. PAPKE-SHIELDS, K. E., BOYER-WRIGHT, K. M. 2017. Strategic planning characteristics applied to project management. In *International Journal of Project Management*, vol. 35, no. 2, 2017, pp. 169–179. ISSN 1873-4634.
9. SCHIMDT, T. 2009. *Strategic Project Management Made Simple*. New Jersey: John Wiley & Sons, Inc., Hoboken, 2009. 274 pp. ISBN: 978-0470-41158-2.
10. SVETIKAS, K. Ž. 2014. *Strategic Planning for Regional Development: An introductory textbook.* Vilnius: Mykolas Romeris University, 2014. 131 pp. ISBN 978-9955-19-621-1.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
150 hours, of which:
blended learning (L, S, C): 50
self-study: 60
other: completion of assignments in seminars: 40

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: Doc. PhDr. Andrea Čajková, PhD.., PhDr. Kristína Melušová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Statistical and Decision-Making Methods for Project Management
Type, scope, and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 1 hour per week of tutorials Method: in person, Mode: full-time	
Number of credits: 5	
Recommended semester: 3	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, the prerequisite for sitting the written examination is a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics, as set by the lecturer. • 100% final assessment – 40% mid-term written exam, 40% final written exam, 20% completion of assignments. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), FX (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: Students will acquire basic theoretical knowledge in the field of statistics and decision-making methods and will understand their significance, role and potential applications in project management. They will gain an overview of basic statistical concepts, methods of data processing and analysis, probability models, and the principles of decision-making under conditions of certainty, risk and uncertainty in a project environment. 2. *Skills*: Students will be able to apply basic statistical and analytical methods in the processing, evaluation and interpretation of project data. They will learn to create clear tables, graphical outputs and simple analytical models, and will use these in the planning, monitoring and evaluation of projects. 3. *Professional competences*: Students will acquire the professional competences necessary to support decision-making processes in project management at the operational level. They will be able to identify and analyse project risks, assess alternative solutions and prepare analytical inputs for the project manager's decision-making using statistical and decision-making methods. 4. *Transferable competences*: Students will develop analytical and critical thinking skills, as well as the ability to work with data and interpret information. They will acquire competences in independent problem-solving, teamwork and effective professional communication in a work and project environment.	
Brief content of the subject: 1. Introduction to statistical and decision-making methods in project management and their significance in the planning, management and evaluation of projects. 2. Basic statistical concepts used in project practice, types of project data, variables and data sources. 3. Descriptive statistics in project management, focusing on the analysis of time, costs and resources using measures of central tendency.	

4. Descriptive statistics in project management, focusing on the variability of activity durations, cost variances and project risks.
5. Visualisation of project data and the creation of clear tables, graphs and reports for the project manager's needs.
6. Fundamentals of probability and their application when dealing with uncertainty and risk in project management.
7. Probability distributions and their application in estimating activity durations and project costs.
8. Statistical estimates and confidence intervals used in the evaluation of project indicators.
9. Hypothesis testing in project management when evaluating changes, improvements and project performance.
10. Correlation analysis of project indicators, examining relationships between time, costs and project quality.
11. Regression analysis as a tool for predicting project development and supporting the project manager's decision-making.
12. Decision-making under conditions of risk and uncertainty, the use of decision-making criteria and the fundamentals of cost–benefit analysis when evaluating alternative project solutions.
13. Practical applications of statistical and decision-making methods in project management through case studies.

Recommended literature:

1. CORE TEAM. 2025. *The Economy 2.0. Unit 3: Statistical Methods*. Online: https://www.core-econ.org.
2. FIELD, A. 2024. *Discovering Statistics Using R. 6th ed*. Sage. 1312 pp. ISBN 978-1529771414.
3. HAIR, J. F. et al. 2023. *Multivariate Data Analysis. 9th ed.* Cengage. 816 pp. ISBN 978-0357722716.
4. KUTNER, M. H. et al. 2023. *Applied Linear Statistical Models. 6th ed*. McGraw-Hill. 1392 pp. ISBN 978-1256289747.
5. KENDALL, M., STUART, A. 2024. *The Advanced Theory of Statistics. 4th ed*. Wiley. 816 pp. ISBN 978-0470683124.
6. KIRKPATRICK, L. A., FEENEY, B. C. 2024. A *Simple Guide to* SPSS. *13th ed.* Cengage. 432 pp. ISBN 978-0357796044.
7. MONTGOMERY, D. C. 2023. *Introduction to Statistical Quality Control. 9th ed.* Wiley. 768 pp. ISBN 978-1119671651.
8. MONTGOMERY, D. C., RUNGER, G. C. 2024. *Applied Statistics and Probability for Engineers. 8th ed*. Wiley. 784 pp. ISBN 978-1119825542.
9. SCHWALBE, K. 2024. *Information Technology Project Management. 10th ed.* Cengage. 672 pp. ISBN 978-0357722716.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
150 hours, of which:
blended learning (L, S, C): 50
self-study: 60
other: completion of assignments in seminars: 40

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: Mgr. Zuzana Šutová, PhD., Ing. Martina Hudecová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: State Examination with Thesis Defence
Type, scope and method of educational activities: Type (L, CL, E): L Method: in person Mode: full-time	
Number of credits: 10	
Recommended semester of study: 6.	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • Successful completion of the state examination, consisting of the defence of the bachelor's thesis and selected subject areas, achieving a minimum grade of E. • The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: The knowledge, skills and competences described in the graduate profile of the study programme. Upon successful completion of the state examination, the graduate demonstrates the ability to independently prepare and manage a project, is able to assess the financial feasibility of a project, can identify risks and propose measures, and demonstrates the ability to present professional arguments and solutions.	
Brief content of the subject: The defence of the bachelor's thesis is a separate part of the state examination. The student demonstrates the ability to research a specialist topic, work with literature and sources, apply theoretical knowledge in practice, and defend their solution before the examination board. The academic part of the state examination takes the form of case studies. Based on the assignment, the student analyses a specific project or business situation, proposes a solution and justifies it from an economic perspective. This tests theoretical knowledge from specialist subjects and the ability to apply it in practice, particularly in the areas of project management, business economics, finance and controlling.	
Recommended literature: • Literature listed in the information sheets for selected subjects	
Language, knowledge of which is necessary to complete the subject: English, Slovak	
Notes: - student time load: 300 hours, of which: self-study and literature review: 140 revision and consolidation of knowledge from the core areas of the study programme: 160	

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: members of the committee for the final state examinations of the Bachelor's degree programme
Date of last change: 12.03.2026
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Accounting
Type, scope, and method of educational activities: Type (L, TL, S): LTL Scope: 2 hours per week of lectures Method: in person Mode: full-time	
Number of credits: 2	
Recommended semester: 3	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • To be eligible for the examination, students must attend lectures and seminars and complete assignments during the semester as set by the lecturer. • In the case of an individual study plan, a minimum of 50% attendance at lectures and seminars and the completion of assignments as set by the lecturer are required to sit the written examination. • 100% final assessment – 50% written exam, 50% written exam. The grade will be determined on the basis of the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: The student will apply the acquired knowledge in the context of ensuring and supporting financial management processes. They will be familiar with the academic field and terminology relating to financial accounting in a business. They will be familiar with the most significant historical approaches to accounting, as well as the latest accounting methods used in business; students will acquire a basic conceptual framework of accounting; students will gain an overview of the accounting issues within a business that are addressed when analysing the results of the business's financial and economic activities; The student understands the logic behind a company's profit generation and the causes of losses; the student is informed about the basic framework for utilising theoretical knowledge and its practical applications in the field of accounting. They possess basic knowledge of the extent to which International Financial Reporting Standards (IFRS) have been implemented into the Slovak Republic's national accounting system. 2. *Skills*: Students are able to apply the basic principles of accounting. Students will acquire knowledge in the area of recording economic transactions arising from the activities of organisations and will learn to work practically with the outputs of financial statements. Acquiring the skills to manage accounts – opening, closing and double-entry relationships. They will be able to independently process the components of individual sections of the financial statements, the balance sheet and the profit and loss account, as well as their final preparation. The student is able to analyse the main economic processes within a business, can draw appropriate conclusions based on accounting documents and financial statements, and is capable of working with basic concepts such as receivables, fixed assets, equity and debt, and the chart of accounts; the student is able to apply basic knowledge in analysing current issues in the accounting of business funds within the context of resource management. They will prepare qualified supporting documents for financial statements in accordance with Slovak accounting standards and are able to assess the extent of IFRS implementation in Slovak balance sheet law.	

3. *Professional competences*: The student is professionally competent to maintain records within a business; the student has acquired the ability to navigate a wide range of theoretical approaches to solving practical issues related to accounting; the student is familiar with the basic principles and relationships between business transactions and accounting results for the reporting period. The student is able to apply the knowledge gained in ‘ ’ and other specialist management subjects; during their studies, the student is prepared to apply the knowledge gained in practice.
4. *Transferable competences*: Transfer of competences: Students will acquire communication skills and analytical skills in accounting for business activities within an organisation, the ability to solve problems arising in the accounting of business processes, and the ability to effectively use creative techniques in organising and planning work. The student is able to make decisions and take responsibility for the results of their work within the company, think strategically and conceptually, utilise analytical methods, and adopt a creative approach to teamwork.

Brief content of the subject:
1. Conceptual framework of financial accounting.
2. Accounting legislation in the Slovak Republic.
3. Testing the application of generally accepted accounting principles.
4. The process of financial accounting in a company and institution.
5. Accounting for, valuation and reporting of fixed assets.
6. Accounting for, valuation and reporting of current assets.
7. Accounting for, valuation and reporting of settlement items.
8. Costs, structure, general accounting principles.
9. Revenues, structure, general accounting principles. Cash flow.
10. Profit and loss statement and financial result.
11. Financial statements and evaluation of results.
12. Implementation of International Financial Reporting Standards (IFRS) into the Slovak national accounting system.
13. Practical case studies and their applications.

Recommended literature:

1. CENIGOVÁ, A. 2018. *Double-entry bookkeeping for entrepreneurs*. Bratislava: Ceniga, 2018, 650 pp. ISBN 978-80-9699-469-4.
2. FARKAŠ, R. 2020. *Financial Statements of Commercial Companies*. First edition. Bratislava: Wolters Kluwer SR s.r.o.. 1,223 pp. ISBN 978-80-571-0247-2.
3. IŠTOK, M., STAŠOVÁ, J. 2020. *Accounting. Collection of Examples*. Banská Bystrica: Faculty/institute of Economics, UMB. ISBN 978-80-557-1789-0.
4. KRIŠTOFÍK, P., SAXUNOVÁ, D., ŠURANOVÁ, Z. 2011. *Financial Accounting and Management with the Application of IFRS*. Second edition. Bratislava: IURA Edition. 803 pp. ISBN 978-80-8078-396-9.
5. MÁZIKOVÁ, K., MATEÁŠOVÁ, M., ONDRUŠOVÁ, L 2016. *Accounting for Business Entities*. ISBN: 978-80-571-0461-2. Bratislava: Wolters Kluwer, s. r. o. 292 pp. ISBN 978-80-8168-405-0.
6. Ministry of Finance of the Slovak Republic Measure No. MF/23054/2002-92, as amended (Accounting Procedures..., effective from 1 January 2022).
7. Act No. 222/2004 Coll. on Value Added Tax, as amended.
8. Act No. 431/2002 Coll. on Accounting, as amended.
9. Act No. 595/2003 Coll. on Income Tax, as amended.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
60 hours, of which:
blended learning (P, S, C): 20
self-study: 25
other: preparation for continuous assessment: 15

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Ing. Lea Šlampiaková, PhD., univ. doc.					
Date of last change: 12.03.2026					
Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.					

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Introduction to Project Management
Type, scope, and method of educational activities: Type (L, T, P): L Scope: 2 hours per week of lectures + 2 hours per week of seminars Method: in person Mode: full-time	
Number of credits: 7	
Recommended semester: 1	
Level of study: first	
Prerequisite courses: -	
Course completion requirements: • Active participation in lectures and seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, the prerequisite for sitting the written examination is a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics, as set by the lecturer. • 100% final assessment – 60% written examination, 40% completion of assignments in the form of a model project. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: Through this course, the student will gain an understanding of the academic discipline and terminology related to an introduction to project management, and will be able to define individual concepts in the field of project management. They will possess knowledge of the main characteristics and definitions of a project, as well as project principles and the phases of the project life cycle. The student is able to define the necessity of the project process and describe its procedure. They are familiar with the historical development, current trends and approaches in project management. The student has knowledge of the project management process and can define its individual phases and procedures. They are familiar with the most accessible project financing options and the latest methodologies and standards used in project management. Students are able to identify the individual risks that arise during project implementation and, based on practical examples, understand their significance for the organisation. The student can define human resource management in project management, which is particularly essential in service-providing organisations. The student is familiar with the issues surrounding information technology support for project management, as well as the importance of collaboration and partnerships in project management and business strategy. 2. *Skills*: The student is able to apply the basic principles of project management and project development at both theoretical and practical levels. They are able to define the key attributes of a successful project-based enterprise in practice. Students are able to formulate recommendations for businesses seeking to improve their operations and enhance their competitiveness through project implementation. The student is able to independently assess the essentials of the project management process and clearly define its main characteristics. They are familiar with the essential qualities and competencies that a project manager should possess. 3. *Professional competences*: The student is professionally competent to navigate a wide range of theoretical and practical knowledge relating to project management. The	

student is familiar with new trends that shape and significantly influence project development. The student is able to recommend procedures and options to a company on how to approach project stages appropriately. Based on knowledge of the financial options for project support, the student is able to propose to a real company ways in which to proceed in the interest of project development. Upon completion of the course, the student is professionally competent to apply the acquired knowledge and skills in practical work within various types of organisations.

4. *Transferable skills*: Students will develop communication skills, be able to work in teams, and acquire techniques for organisation, planning and time management. Students will enhance their digital literacy and analytical thinking and acquire the ability to analyse and solve problems. Students will develop refined, professional written and oral communication skills, which they will subsequently apply in other subjects, thereby raising their overall level of education.

Brief content of the subject:

1. Project management in practice. The role of projects within an organisation; the project manager as a profession. Discussion of real-world projects. Selection of a model project topic (project scope, objectives and scope, schedule, project team and communication). This also includes basic monitoring and risk identification, and a final summary.
2. The project and its life cycle. The project cycle as a working process. Defining the objective and basic scope of the model project.
3. The project manager and stakeholders. Responsibilities, authorities, communication. Identification of stakeholders in the model project. Basic stakeholder map.
4. Project scope and project objectives. Basic principles of scope management. Defining the scope of the model project. Formulating main and sub-objectives.
5. Project planning in practice. Basic schedule and milestones. Creating a simple model project schedule.
6. Project team and resources. Task allocation, teamwork. Designing the project team and responsibilities.
7. Communication within the project. Internal and external communication, reporting. Designing a communication procedure for a model project.
8. Project monitoring. Tracking progress, key performance indicators. Designing simple project progress indicators.
9. Risk and change management in the project. Risk identification, problem solving. Basic risk register for the model project.
10. Project quality and sustainability. Ethical and social aspects of projects. Taking quality and sustainability into account in the model project.
11. Project implementation within the organisation. Coordination of activities, addressing deviations. Interim evaluation of the model project. Consultations on the final form.
12. Project completion and evaluation. Final report, feedback, lessons learnt. Finalisation of the model project. Preparation of the presentation.
13. Project management in practice. Linking the course with other courses in the study programme. Presentation of model projects. Feedback and assessment.

Recommended literature:

1. COOKE, J. L. 2016. PRINCE. 2016. *Agile: An Implementation Pocket Guide. Ely*, Cambridgeshire: IT Governance Publishing, 2016. ISBN 978-1-84928-808-8.
2. HARTLEY, S. 2020. *Project Management: A practical guide to planning and managing projects*. New York: Routledge, 2020. 460 p. ISBN 13: 9781760631789.
3. HUEMANN, M., TURNER, R. 2024. *The Handbook of Project Management*. New York: Routledge, 2024. 667 p. ISBN 978-1-003-27417-9.
4. KERZNER, H. 2017. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 12th Edition. New York: Chichester and Indianapolis, 2017. 840 p. ISBN 978-1-119-16535-4.
5. NEWTON, R. 2016. *Project management step by step: how to plan and manage a highly successful project. Second edition*. Harlow, England: Pearson, 2016. ISBN 978-1-292-14219-7.
6. OGUZ, A. 2022. Project Management. Cleveland: MSL Academic Endeavors, 2022. 375 p. ISBN 9781936323999.

7. PASSENHEIM, O. 2014. Project Management. Hellerup: Bookboon, 2014. 126 p. ISBN 978-87-7681-487-8.
8. REAICHE, C. 2022. *Project Management*: A *Strategic Approach*. Townsville: James Cook University, 2022. 208 p. ISBN 978-0-6452143-9-0.
9. TURNER, J. R. 2014. The Handbook of Project-Based Management: Leading Strategic Change in organisations, 4th Edition. New York: McGraw-Hill, 2014. 473 p. ISBN 978-0-07-154975-2.
10. WATT, A. 2014. *Project Management*. Vancouver: BCcampus, 2014. 265 pp. ISBN 9781774200131.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
210 hours, of which:
blended learning (L, S, C): 62
self-study: 78
other: completing assignments (mini-project) and preparation for continuous assessment: 70

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturers: doc. PhDr. Andrea Čajková, PhD., PhDr. Kristína Melušová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Public Procurement
Type, scope, and method of educational activities: Type (L, TL, S): LTL Scope: 2 hours per week of lectures Method: in person Mode: full-time	
Number of credits: 2	
Recommended semester: 1	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • Active participation in seminars and the completion of assignments on selected topics during the semester, as set by the lecturer, are prerequisites for sitting the examination. • In the case of an individual study plan, the prerequisite for sitting the written examination is a minimum of 50% attendance at lectures and seminars and the completion of assignments on selected topics, as set by the lecturer. • 100% final assessment – 60% final exam, 40% seminar assignments and a term paper focusing on the development of a model public procurement process in the context of a specific project. Grades are awarded on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: The student is familiar with the basic principles and procedures of public procurement in the Slovak Republic and the EU and understands their application in the implementation of public sector projects and projects funded by EU funds. They are familiar with the types of contracts, the procurement process, the principles of tender evaluation and the risks of breaching the rules, including the consequences of financial corrections. 2. *Skills*: The student is able to identify the appropriate public procurement procedure according to the nature of the project, participate in the preparation of basic tender documentation, and analyse the risks associated with the procurement process. They are able to link the procurement process to the project schedule and budget. 3. *Professional competences*: The student is able to contribute to the public procurement process as part of a project team, act in accordance with the principles of transparency and accountability, and respect the legal and ethical aspects of procurement. 4. *Transferable competences*: Students develop the ability to think analytically, work with specialist documents, collaborate in a team and communicate effectively during the preparation and implementation of a contract.	
Brief content of the subject: 1. Introduction to public procurement – the fundamental importance of public procurement, its objectives, functions and role in the system of public resource management. 2. Legal framework of public procurement – an overview of the legislation governing public procurement at the level of the European Union and the Slovak Republic. 3. Basic principles of public procurement – the principles of transparency, equal treatment, non-discrimination and economy in the management of public funds. 4. Public procurement entities – the status of the contracting authority, the contracting entity, the economic operator and other participants in the public procurement process. 5. Types of contracts and financial thresholds – classification of contracts by subject matter and value, including low-value contracts and above-threshold contracts.	

6. Public procurement procedures – basic types of procurement procedures and their application in practice.
7. Preparation of public procurement – identifying needs, determining the subject matter of the contract, the estimated value and planning the procurement.
8. Tender documents and description of the subject matter of the contract – drafting technical specifications, qualification requirements and criteria for evaluating tenders.
9. Submission and evaluation of tenders – the process of receiving tenders, assessing them and selecting the most advantageous tender.
10. Public procurement contracts and their performance – conclusion of the contract, basic rules for its amendment and monitoring of contract performance.
11. Digitisation of public procurement – the use of electronic tools, electronic marketplaces and communication systems in the procurement process.
12. Control and supervision of public procurement – the roles of supervisory bodies, in particular the supervision and review of public procurement procedures.
13. Public procurement in projects funded from public sources and EU funds – specific features of procurement in projects funded by European Union grants and funds.

Recommended literature:

1. AZUD, J., PLAVÁKOVÁ, L., BARTOŠ, P. 2019. *Public Procurement Act. Commentary*. Bratislava: C. H. Beck, p. 1816. ISBN: 978-80-89603-75-6.
2. EUROPEAN UNION, 2016. *Handbook of Green Public Procurement*. Publications Office of the European Union. ISBN: 978-92-79-56848-0.
3. OECD. 2019. *Public Procurement for Innovation: Good Practices and Strategies*. Paris: OECD Publishing, 2019. ISBN 978-92-64-31087-8.
4. PIGA G., TATRAI T., 2016. *Public procurement policy*. Prague: Routledge. ISBN 978-1-138-92150-4.
5. THAI, K. V. 2017. *International Handbook of Public Procurement*. Boca Raton: CRC Press, 2017. ISBN 978-1-4200-6706-3.
6. WORLD BANK. 2020. *Procurement Regulations for IPF Borrowers*. Washington, DC: World Bank.
7. Act No. 343/2015 Coll. on Public Procurement, as amended.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
60 hours, of which:
blended learning (P, S, C): 26
self-study: 13
other: completing assignments and preparing for continuous assessment: 21

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.

COURSE INFORMATION SHEET

University: University of Ss. Cyril and Methodius in Trnava	
Faculty/institute: Institute of Management	
Subject name: *new*	Subject name: Project Management Standards
Type, scope, and method of educational activities: Type (L, TL, S): LTL Scope: 2 hours per week of lectures + 1 hours per week of tutorials Method: in person Mode: full-time	
Number of credits: 4	
Recommended semester: 4	
Level of study: first	
Prerequisite courses: -	
Conditions for completing the subject: • A prerequisite for taking the exam is attendance at lectures and practical sessions, as well as completing assignments during the semester according to the instructor's requirements. • • In the case of an individual study plan, the requirement for completing the course is participation in at least 50% of presentations and 50% of consultations, along with a final presentation. • • Final assessment (100%): 70% written exam, 30% assignments. The final grade will be determined based on the following scale (in %): A (100–92), B (91–83), C (82–74), D (73–65), E (64–56), Fx (55 and below).	
Educational outcomes: Upon completion of the course, the student will acquire the following knowledge, skills and competences: 1. *Knowledge*: After completing the course, the student understands project management standards and their importance for systematic and consistent project management. They are familiar with key frameworks such as PMBOK Guide, PRINCE2, and ISO 21500, including their principles and areas of application. They have an overview of the main project management knowledge areas and understand their interrelationships. The student also understands the importance of project governance and is able to assess the suitability of standards in different contexts. 2. *Skills*: After completing the course, the student is able to identify an appropriate project management standard based on the nature of the project and the organizational environment. They can apply the principles of frameworks such as PMBOK Guide, PRINCE2, and ISO 21500 in planning and managing project processes. They are able to work with individual project management areas and ensure their coordination. The student can compare standards in terms of their structure, processes, and applicability, analyze their advantages and limitations, and propose suitable implementation in various project and organizational contexts. 3. *Professional competencies*: The student applies project management standards in practice, adheres to project governance principles, and follows best practices. They are able to work within a project team in accordance with standardized processes and contribute to their implementation and improvement within an organization. 4. *Transferable competencies*: The student develops analytical and systems thinking when applying project management standards. They are able to communicate effectively and collaborate within a team in the context of standardized processes. They develop the ability to navigate complex project environments and adapt to organizational requirements. At the same time, they are able to critically evaluate different standards and use them in solving project-related problems.	
Brief content of the subject:	

1. Introduction to project management standards: definition of standards, difference from methodologies, importance for consistency and control.
2. Project Management Institute and the PMBOK Guide – framework: process groups, knowledge areas, principle-based approach.
3. Project integration management: project charter, project management plan, change control.
4. Project scope management: requirements gathering, work breakdown structure, scope control.
5. Project schedule management: activity definition, network methods, critical path.
6. Project cost management: cost estimation, budgeting, earned value management.
7. Project quality management: quality planning, quality assurance, quality control.
8. Project resource management: resource planning, role definition, project team management.
9. Project communication and stakeholder management: stakeholder identification, communication planning, expectation management.
10. Project risk management: risk identification, risk analysis, response planning.
11. Project procurement management: contract types, supplier selection, contract management.
12. PRINCE2 and ISO 21500: principles, processes, comparison of approaches.
13. Project governance and implementation of standards: governance structures, organizational maturity models, adaptation of standards to practice.

Recommended literature:

1. DOLEŽAL, J. A kol., 2016. Projektový management. Praha: Grada, 424 s. ISBN 9788024756202.
2. KUNCE, E., ŠOCHOVÁ, Z. 2024. Agilní metody řízení projektů. Brno: Computer press. 224 s. ISBN 9788025151075.
3. LACKO, B., DOLEŽAL, J., MÁCHAL, P. A kol., 2012. Projektový management podle IPMA. Praha: Grada, 526 s. ISBN 9788024742755.
4. PROJECT MANAGEMENT INSTITUTE, 2009. Practice Standard for Earned Value Management. Glen Mills, Pennsylvania: Center for Business Practices. 153 s. ISBN 978-1-929576-27-2.
5. PROJECT MANAGEMENT INSTITUTE, 2021. A Guide to the Project Management Body of Knowledge (PMBOK® Guide). 7th ed. Newtown Square. PA: Project Management Institute. 250 s, ISBN: 978-1-62825-664-2.
6. VŠETEČKA, P. a kol., 2024. Projektové riadenie - Tipy a triky expertov IPMA®. Praha: IPMA. 192 s. ISBN 9788097072438.

Language, knowledge of which is necessary to complete the subject: English, Slovak

Notes: - student time load:
120 hours, of which:
blended learning (P, S, C): 40
self-study: 50
other: completion of assignments in seminars: 30

Course assessment
Total number of students assessed:

A	B	C	D	E	FX

Lecturer: Mgr. Zuzana Šutová, PhD.

Date of last change: 12.03.2026

Approved: JUDr. Ing. Tomáš Malatinec, PhD., univ. doc.