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COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME113A/23	**Course title:** Business Risk
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 3.	
Level of study: II.	
Prerequisities:	

Requirements for passing the course:

Verification of the degree of acquisition of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester teaching of the subject and the final written test.

During the semester, the student demonstrates his theoretical knowledge in the field of business risk management in the form of written tests. Subsequently, it demonstrates the ability to implement theoretical knowledge of risk management into practical conditions through the solution of case studies.

Hodnotenie predmetu:

A – 100%-93%
B – 92%-85%
C – 84%-77%
D – 76%-69%
E – 68%-60%
Fx – 59%- 0%

Learning outcomes of the course:

The aim of course:

The aim of the course is to provide students with a comprehensive set of knowledge of modern business risk management to be able to manage the activities of entrusted entities using new effective risk management tools in accordance with existing legislation.

Learning outcomes of the course:

After completing the course the student will gain the following knowledge, skills and competencies:

- acquires specific knowledge in the field of business risk and its management,
- can implement methods, models of analysis, measurement and evaluation of risk in terms of the possibility of their application in business management,
- is able to use the acquired knowledge and skills in increasing the responsiveness of the company due to changes in the market environment.

Course contents:

1. Decision-making in conditions of certainty, risk, uncertainty, uncertainty.
2. Definition of the terms risk and business risk.

3. Classification of net and business risk.
4. Development of risk management.
5. Risk management process.
6. Analysis of risk factors.
7. Risk measurement methods.
8. Decision making based on risk analysis and measurement.
9. Rules and selected decision-making methods in risk conditions.
10. Political risk.
11. Project risk management.
12. Crisis management in the company.
13. Early warning systems in the company.

Recommended or required literature:

1. RYBÁROVÁ, D., GRISÁKOVÁ, N. 2010. Podnikateľské riziko. Bratislava : Iura Edition, 2010. 179 s. ISBN 978-80-8078-377-8.
2. BUGANOVÁ, K., HUDÁKOVÁ, M. 2012. Manažment rizika v podniku. Žilina : EDIS, 2012. 226 s. ISBN 978-80554-0459-2.
3. VARCHOLOVÁ, T., DUBOVICKÁ, L. 2008. Nový manažment rizika. Bratislava : Iura Edition, 2008, 193 s. ISBN 978-80-8078-191-0.
4. FOTR, J., HNILICA, J. 2009. Aplikovaná analýza rizika. Praha : GRADA, 2009, 264 s. ISBN 978-80-247-2560-4.
5. ŠEBEJ, P. 2014. Vybrané metódy a nástroje riadenia rizika. Brno : Tribun EU, 2014, 79 s. ISBN 978-80-971679-3-6.
6. VOSE, D. 2008. Risk analysis: a quantitative guide. 3rd edition. Chichester : JohnWilley and Sons, 2008. 792 s. ISBN 978-0-470-51284-5.
7. Norma ISO 31000 Risk management. Principles and guidelines. Geneva : International Organization for Standardization .
8. Norma STN ISO 31000 Manažérstvo rizika. Zásady a návod. Bratislava : Úrad pre normalizáciu, metrológiu a skúšobníctvo Slovenskej republiky.
9. VALÁŠKOVÁ, K.; SIEKELOVÁ, A. Podnikateľské riziko – praktikum. Žilina: EDIS – Žilinská univerzita v Žiline, 2022. ISBN 978-80-554-1874-2.
10. HUDÁKOVÁ, M.; BUGANOVÁ, K.; MÍKA, V. T.; MASÁR, M. Integrovaný systém manažmentu rizík v podniku. Žilina: EDIS – Žilinská univerzita v Žiline, 2021. ISBN 978-80-554-1759-2.
11. SAMAD-KHAN, A. Enterprise Risk Management: A First Principles Approach. Hoboken: Wiley, 2023. ISBN 9781119755333.
12. OLSON, D. L. Enterprise Risk Management Models: Focus on Sustainability. Cham: Springer, 2023. ISBN 978-3-662-68037-7.

Language of instruction:

Slovak

Notes:

Total student workload: 150 hours
Contact hours: 52 hours (lectures 26 h, seminars 26 h)
Independent study: 98 hours
– ongoing weekly assignments: 38 h
– preparation for written tests: 32 h
– preparation for the oral exam: 28 h

Course evaluation:
Assessed students in total: 16

A	B	C	D	E	FX
100.0	0.0	0.0	0.0	0.0	0.0

Name of lecturer(s): PhDr. Jaroslava Bučková, PhD., doc. Ing. Jana Piteková, PhD.

Last modification: 03.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME110A/23	**Course title:** Business Taxes
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 5	**Working load:** 125 hours
Recommended semester/trimester: 3.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: (a) ongoing evaluation: solving case studies, type examples and written tasks to verify the level of knowledge - 40 points b) final evaluation: written exam - 60 points The number of points obtained ongoing and final evaluation is 100. It corresponds to the classification rating scale. Credits will be awarded to a student who obtains at least 60 out of 100 points. Course evaluation: A - 100% -93% B - 92% -85% C - 84% -77% D - 76% -69% E - 68% -60% Fx - 59% - 0%	
Learning outcomes of the course: Course goal: To provide basic knowledge of the tax system of the Slovak Republic on the basis of studies current tax laws of the Slovak Republic and teach students to understand the tax legislation of the Slovak Republic and to calculate the amount of all taxes. Learning outcomes: After passing the course the student will gain the following knowledge, skills and competencies: - gain a comprehensive macroeconomic view of the tax system, understand the basic principles of taxes and manage their practical application, - apply the knowledge gained in searching for, processing and analyzing tax information from the various of available sources, - is able to manage the tax agenda of the business entity, - is able to fill in the declaration of all taxes, - applies knowledge about the taxes of business entities in practical business activities, - fills in basic documents according to the requirements of the Slovak Financial Administration on the client's side and communicates electronically with its authorities,	

- assesses the economic situation of the business entity comprehensively in relation to its tax obligations.

Course contents:

1. Introduction to tax issues. Fiscal policy. State budget.
2. The relationship between economic and fiscal policy of the state. Tax policy and optimization of the tax system.
3. Tax functions. Tax principles. Tax breakdown criteria. Basic and ancillary tax features.
4. Tax system. Legal regulation of direct taxes.
5. Personal income tax.
6. Corporate income tax.
7. Real estate tax.
8. The other direct taxes. Vehicle tax.
9. Value added tax.
10. Excise duties. Excise duty on alcoholic beverages. Excise duty on tobacco products. Excise duty on mineral oil. Excise duty on electricity, coal and natural gas.
11. Tax administration. Substantive and territorial jurisdiction of the tax administrator. Special tax proceedings.
12. Electronic communication with financial administration authorities.
13. Financial administration in the Slovak Republic. Financial Directorate of the Slovak Republic. Tax Office. Criminal Financial Administration Office.

Recommended or required literature:

1. SCHULTZOVÁ, A. a kol. 2021. Daňovníctvo. Praha: Wolters Kluwer. ISBN 978-80-7552-509-3
2. BUJŇANSKÝ, J. 2017. Dane podnikateľských subjektov. Nitra: SPÚ, 2017. ISBN 978-80-552-1670-6
3. DAŇOVÉ ZÁKONY 2023, Úplné znenie platné v roku 2023. VYDAVATEĽSTVO Donaumedia 2023. ISBN 9788081831607 (2-3 ks)
4.DAŇOVÝ SPRIEVODCA 2023 s komentárom. Vydavateľstvo Hospodárske noviny. ISBN 9788082540676
5. MEDVEĎ, J., NEMEC, J. a kol. 2009. Daňová teória a daňový systém. Bratislava: Sprint dva, 2009. ISBN 978-80-89393-09-1
6. LACOVÁ, Ľ., HVASTOVÁ, J., MANOVÁ, E. 2011. Účtovníctvo. Ružomberok : Verbum, 2011. ISBN 978-80-8084-745-6
7. ŠIROKÝ, J. 2007. Daně v Evropské unii. Praha : Linde Praha, a.s., 2007, 250 s. ISBN 80-7201-593-1
8. Valid laws and other legal norms regulating the tax system of the Slovak Republic and binding Directives of the European Union regulating tax issues.

Language of instruction:

Slovak

Notes:
Total student workload: 125 hours
Contact hours: 16 hours
Independent student work 109 hours: continuous weekly problem solving 30 hours, preparation for papers 30 hours, preparation for oral exam 49 hours

Course evaluation:
Assessed students in total: 16

A	B	C	D	E	FX
18.75	31.25	31.25	18.75	0.0	0.0

Name of lecturer(s): Mgr. Janka Urbanová, doc. Ing. Jana Piteková, PhD.

Last modification: 19.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME102B/23	**Course title:** Company Culture
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 4s / 4s **Teaching method:** on-site	
Credits: 2	**Working load:** 50 hours
Recommended semester/trimester: 2.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: Verification of the acquisition of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations. During the semester, the student completes: a) continuous evaluation, for which he can obtain 30 points - specifically for the elaboration of the seminar work and its presentation, b) final evaluation, for which he can get 70 points - specifically a final written exam. The total number of points obtained for the interim and final evaluation is 100, which corresponds to the classification scale of the evaluation. Credits will be awarded to a student who has obtained at least 60 out of 100 points in the course for meeting the specified conditions. Subject evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: The aim of the subject: The aim of the course is to acquire theoretical knowledge about corporate culture and the possibilities of its building and application in the management of a particular company. Learning outcomes of the course: After completing the course the student will acquire the following knowledge, skills and competences: - is personally formed and creates his personal, professional and human profile, - is familiar with corporate culture, with ways of building culture, - is able to recognize, diagnose, shape and change the corporate culture, - identifies the type, strength and consistency of the company's culture and also evaluates its effectiveness in the context of other management processes in the company.	
Course contents:	

1. The concept of culture as a starting point for the formation of corporate culture. Layers of culture.
2. Homogeneity and heterogeneity of culture.
3. Dimensions of culture.
4. Typology of corporate culture.
5. Diagnostics of corporate culture as a starting point for its formation. Possibilities of changing corporate culture.
6. Corporate culture and human resources management.
7. Corporate culture and corporate image.
8. The impact of corporate culture on business performance.
9. The relationship between corporate and national culture.
10. Corporate cultures in the European area.
11. Identification and analysis of corporate culture in the selected company.
12. Creating a corporate culture.
13. Changing corporate culture..

Recommended or required literature:

1. COPUŠ,L., ŠAJGALÍKOVÁ, H. 2020. Organizačné kultúry. Európske špecifiká. Bratislava: Ofprint JH, s.r.o., 2020, 150 s. ISBN 978-80-89037-60-5
2. KACHAŇAKOVÁ, A. 2008. Podniková kultúra. Bratislava : Ekonóm, 2008, 102 s. ISBN 978-80-225-2424-7
3. LUKÁŠOVÁ, R. 2010. Organizační kultura a její změna. Praha : Grada Publishing, a.s., 2010, 240 s. ISBN 978-80-247-2951-0
4. VYSEKALOVÁ, J., MIKEŠ, J. 2009. Image a firemní identita. Praha: Grada Publishing, a.s., 2009, 192 s. ISBN 978-80-247-2790-5
5. ŠIGUT, Z. 2004. Firemní kultura a lidské zdroje. Praha: ASPI, 2004, 88 s. ISBN 80-7357-046-7
6. BROOKS, I. 2003. Firemní kultura. Brno: Computer Press, 2003, 296 s. ISBN 80-7226-763-9
7. SCHEIN, E. H. 2010. Organizational Culture and Leadership. 2010. https://ia800805.us.archive.org/9/items/EdgarHScheinOrganizationalCultureAndLeadership/Edgar_H_Schein_Organizational_culture_and_leadership.pdf

Language of instruction:
Slovak

Notes:
Total student workload: 50 hours.
Contact hours: 8 hours.
Independent student work 42 hours: continuous solving of tasks (during semester) 13 hours, preparation for
tests 29 hours.

Course evaluation:
Assessed students in total: 21

A	B	C	D	E	FX
23.81	38.1	14.29	9.52	9.52	4.76

Name of lecturer(s): Ing. Zuzana Gončárová, PhD.

Last modification: 02.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME101B/23	**Course title:** Consumer Behavior and Supply Formation
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 4	**Working load:** 100 hours
Recommended semester/trimester: 2.	
Level of study: II.	
Prerequisities:	

Requirements for passing the course:

student is carried out on the basis of theoretical and practical examinations during the semester teaching of the subject.

During the semester, the student solves specific case studies and examples at seminars together with the teacher, discusses and actively participates.

The final evaluation is done by a written exam, for which you can get 100 points. To successfully complete the course, the student must obtain at least 60 out of a possible 100 points.

Course evaluation:

A – 100%-93%
B – 92%-85%
C – 84%-77%
D – 76%-69%
E – 68%-60%
Fx – 59%- 0%

Learning outcomes of the course:

The goal of the course:

The aim of the course is to develop abstract and critical thinking in the assessment of microeconomic phenomena and processes.

Learning outcomes of the course:

After completing the course the student will gain the following knowledge, skills and competencies:

- the student will consolidate knowledge from Microeconomics 1 and better understand the causal links of microeconomic phenomena and processes,
- apply the knowledge gained in the economic assessment of the behavior of consumers and businesses in different types of imperfect competition,
- is able to use econometric tools and models,
- applies the acquired knowledge to the behavior of a particular household and business,
- assess the relationship between theoretical knowledge and practice,
- create a picture of the consumer's decision-making in conditions of risk,
- is able to develop a pricing strategy from the company's point of view based on knowledge of the elasticity of consumer demand,

- evaluates the economic behavior of the company depending on the type of competition in which it operates.

Course contents:
1. The importance of the study of economics.
2. Basic principles of economic thinking.
3. Consumer behavior - elasticity of demand, pricing strategy in the case of elastic and inelastic demand.
4. Indifference analysis - indifference map, budget line, consumer optimum.
5. Different shapes of indifference curves and specifics of consumer behavior.
6. Applications of consumer behavior theory to decision-making between work and leisure.
7. Substitution and pension effect, derivation of individual job supply curve.
8. Consumer decision-making in conditions of risk.
9. Profit maximization, long-term and short-term balance of the company in monopoly conditions.
10. Price discrimination in conditions of monopoly.
11. Oligopolistic market structure.
12. Monopolistic competition and product differentiation.
13. Application of acquired knowledge to specific situations in the microeconomic environment.

Recommended or required literature:
1. HOREHÁJOVÁ, M., MARASOVÁ, J. 2014. Mikroekonómia 2. Teória spotrebiteľa. Bratislava : Wolters Kluwer, 2014. 128 s. ISBN 978-80-8168-054-0.
2. HOŘEJŠÍ, B., SOUKUPOVÁ, J., MACÁKOVÁ, L., SOUKUP, J. 2012. Mikroekonomie. Praha : Management Press, 2012, 574 s., ISBN 978-80-7261-218-5.
3. MANKIW, G. 2009. Zásady eknomie. Praha : Grada Publishing, 2013, 763 s. ISBN 978-80-7169-891-3.
4. JUREČKA, V. et al. 2013. Mikroekonomie. Praha : Grada Publishing, 2013, 366 s. ISBN 978-80-247-4385-1.
5. HOLMAN, R. 2002. Mikroekonomie – středne pokročilý kurz. Praha : C.H.Beck, 2002, 591 s. ISBN 80-7179-737-5.

Language of instruction:
Slovak

Notes:
Total student workload: 100 hours
Contact hours: 16 hours
Student independent work 84 hours: continuous weekly problem solving 40 hours, preparation for the written exam 44 hours

Course evaluation:
Assessed students in total: 21

A	B	C	D	E	FX
14.29	14.29	33.33	9.52	23.81	4.76

Name of lecturer(s): doc. Ing. Jana Piteková, PhD.

Last modification: 27.08.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME100B/23	**Course title:** Controlling
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 4	**Working load:** 100 hours
Recommended semester/trimester: 2.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: Verification of the degree of acquisition of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester teaching of the subject. The method of evaluation and completion of the course will be in the form of a credit. Continuous assessment will take place in class. The final evaluation of the student will be based on the exam. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: Course objective: The aim of the course is to provide students with theoretical and practical knowledge and skills for the use of controlling in strategic and operational decisions in selected organizations. Learning outcomes of the course: After completing the course the student will gain the following knowledge, skills and competencies: - understands the position of controlling and controller in management and decision-making in the organization, - is able to make objective managerial decisions in the field of controlling, - knows, is able to apply and assess the effectiveness of standard controlling tools, - can process reports for controlling purposes, - can assess the transparency of the flow of costs and revenues in the company and company departments, - is able to justify any deviations from the plan and to propose relevant measures to eliminate them, - can create various forms of internal prices of products and services and evaluate the effects of correct valuation of inputs and outputs.	
Course contents:	

1. Development and content definition of controlling.
2. Concept of controlling - economic information system, goals of controlling, functions.
3. Controlling organization - the function of controller and manager.
4. Time and material dimensions of controlling - strategic and operational controlling; financial, cost, investment, personnel controlling.
5. Problems of costs in relation to controlling.
6. Basic attributes of cost calculations in relation to controlling.
7. Problems of calculations in relation to controlling - basic attributes of calculations; absorption and non-absorption calculations.
8. Internal management according to the line of performance and according to the line of responsibility.
9. Valuation of company performance in relation to controlling. Implementation and building of a controlling system.

Recommended or required literature:

1. REFEXIE Kompendium teórie a praxe podnikania. Finančné riadenie podniku. Časopis Katedry manažmentu v Poprade PF KU v Ružomberku. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku, č. 2, ročník II., 211 s., 2018. ISSN 2585-7428.
2. ESCHENBACH, R. a kol. 2004. Controlling. Praha : ASPI Publishing, 2004. 816 s. ISBN 80-7357-035-1
3. CHODASOVÁ, Z. 2012. Podnikový controlling. Bratislava : Slovenská technická univerzita, 2012, 162 s. ISBN 9788085659702
4. LAZAR, J. M. 2012. Manažerské účetnictví a controlling. Praha : Grada Publishing, 2012. 280 s. ISBN 9788024741338
5. PONIŠČIAKOVÁ, O. 2010. Náklady a kalkulácie v manažérskom účtovníctve. Žilina : EDIS, 2010, 200 s. ISBN 978-80-8078-60-0.
6. FOLTÍNOVÁ, A. a kol. 2014. Nákladový controlling. Bratislava : Wolters Kluver, 2014, 180 s. ISBN 9788081681080

Language of instruction:
Slovak

Notes:
Total student workload: 100 hours.
Contact hours: 16 hours,
Independent student work 84 hours: continuous weekly solving of tasks 26 hours, preparation for tests 58 hours.

Course evaluation:
Assessed students in total: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Name of lecturer(s): Ing. Miroslava Kubičková, PhD., prof. Ing. Iveta Ubrežiová, CSc.

Last modification: 27.08.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME101S/23	**Course title:** Diploma Thesis Defence
Type and range of planned learning activities and teaching methods: **Form of instruction:** **Recommended study range:** **hours weekly:** **hours per semester:** **Teaching method:** on-site	
Credits: 15	**Working load:** 375 hours
Recommended semester/trimester: 3., 4..	
Level of study: II.	
Prerequisities: KMN/Mn-ME115A/23	
Requirements for passing the course: Successful oral defense of the thesis. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: - the student can present the results of the thesis in front of the expert committee - will demonstrate theoretical skills related to the process of creating a diploma thesis, formulate starting points and motivation for choosing a processed diploma thesis - can logically clearly present and defend significant findings, formulate recommendations for pedagogical practice. - will be capable of logically and clearly presenting and defending significant findings, formulating recommendations for pedagogical practice. - will be able to react and take his own position on reservations and evaluation from reviews.	
Course contents: The student will present his work in front of the expert committee (max. 10 min.) - he will justify the meaning and goal of his work, clarify the methodology and methods he used in his work and point out the results achieved. After reading the reviews, he reacts to the evaluation, takes a position on any reservations and answers the individual questions posed in the reviews. A discussion follows.	

Recommended or required literature:

GONDA, V. 2001. Ako napísať a úspešne obhájiť diplomovú prácu. Bratislava : Elita, 2001. 117 s. ISBN 80-8044-075-1.
LIŠKA, V. 2010. Zpracování a obhajoba bakalářské a diplomové práce. Praha : Professional Publishing, 2010. 96 s. ISBN 978-8074-3102-18.
MEŠKO, D. – KATUŠČÁK, D. – FINDRA, J. a kol. 2005. Akademická príručka. Martin : Osveta 2005. 496 s. ISBN 80-8063-200-6.
RYBÁROVÁ, Ľ. – CUPEROVÁ, J. – RYBÁROVÁ, D. 2009. Metodika písania diplomovej práce. Martin : Osveta, 2009. 82 s. ISBN 978-8080-633-165.

Language of instruction:

Slovak

Notes:

Total student workload: 375 hours
Contact hours: -
Independent student work 375 hours, of which:
- preparation of the presentation of the final thesis and its defense at the state final exam 200 hours
- preparing answers to questions in job evaluations: 175 hours

Course evaluation:

Assessed students in total: 15

A	B	C	D	E	FX
73.33	13.33	13.33	0.0	0.0	0.0

Name of lecturer(s):

Last modification: 22.09.2025

Supervisor(s):

Person responsible for the delivery, development and quality of the study programme:

prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME103B/23	**Course title:** E - trading
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 4s / 4s **Teaching method:** on-site	
Credits: 2	**Working load:** 50 hours
Recommended semester/trimester: 2.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: The condition for completing the course is the solution of a case study focused on the design of business activities of the organization in the e-commerce environment. Theoretical knowledge is verified by a test. The final evaluation consists of a written test in which the student declares the acquired knowledge and skills. • preliminary evaluation: test 1: 20 points • preliminary evaluation: case study 40 points • final evaluation: test 2: 40 points The number of points completed for the interim and final evaluation is 100. It corresponds to the classification evaluation. Credits will be awarded to a student, who has obtained from the subject for meeting the specified conditions a minimum of 60 points (20 from the case study and 40 from the tests) out of 100 points. Hodnotenie predmetu: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: Course aim: The course aims to teach students to use the e-commerce environment in business. Learning outcomes of the course: After completing the course the student will gain the following knowledge, skills, and competencies: - the course provides the graduate with a comprehensive view of the segment of electronic commerce, - the student gets acquainted with current trends in e-commerce at home and abroad, - the subject develops the acquired knowledge from the previous study in the field of marketing, in connection with the e-commerce environment,	

- the student can develop various possibilities of using marketing activities in electronic communications with an emphasis on marketing communication,študent
- is informed about the basic legislative parameters of electronic commerce,
- the student can choose a model in currently used business models in the e-commerce environment.

Course contents:

1. Definition of the term e-business.
2. E-Commerce. E-Marketing.
3. E-Marketing environment. E-Marketing Strategy.
4. E-Marketing management.
5. Business models of electronic commerce.
6. The importance of the Internet in e-commerce.
7. Financial transactions in the Internet environment.
8. Trading on social networks.
9. Security of electronic commerce.
10. Legislative provision of electronic commerce.
11. Electronic B2B and B2C market.
12. B2B electronic market business models.
13. B2B market revenue models.

Recommended or required literature:

1. BEDNÁR, M. 2013. Podnikanie cez internet. Vydavateľstvo: Milan Bednár, 2013, 116 s. ISBN 978-80-9714-490-6
2. BEDNÁR, M. 2015. Podnikanie cez internet II + CD. Vydavateľstvo: Milan Bednár, 2015, 223 s. ISBN 978-80-9719-931-9
3. BROCKMAN, J. 2013. How is the Internet Changing the Way You Think? London : Atlantic Books, 2013, 448 s. ISBN 978-08-5789-248-5
4. BUKOVÁ, B., BRUMENČÍKOVÁ, E., MADLENÁK, R. 2014. Doprava a elektronické podnikanie. Bratislava : Wolters Kluwer, 2014, 172 s. ISBN 978-80-8168-130-1
5. DORČÁK, P. 2013. eMarketing. Bratislava : Revell Books, 2013, 180 s. ISBN 978-80-9705-644-5
6. MADLEŇÁK, R. 2010. Elektronické obchodovanie. Žilina : Žilinská univerzita – Fakulta prevádzky a ekonomiky dopravy a spojov, 2010, 217 s. ISBN 978-80-554-0237-6
7. MADLEŇÁK, R., VACULÍK, J. 2009. Elektronické podnikanie. Žilina : Žilinská univerzita, 2009, 232 s. ISBN 978-80-8070-952-5
8. MADZÍK, P., ČARNOGURSKÝ, K. Požiadavky zákazníka a proces ich plnenia. Ružomberok: Verbum, 2020. 201 s. ISBN 978-80-561-0778-2
9. WIEDEMANN, J. 2010. The Internet Case Study Book . Berlin : Taschen, 2010, 384 s. ISBN 978-38-3651-895-6

Language of instruction:

Slovak, English

Notes:

Total student workload: 50 hours.
Contact hours: 8 hours.
Independent student work 42 hours: continuous weekly problem solving 22 hours, preparation for papers 10 hours, preparation for the exam 10 hours.

Course evaluation:
Assessed students in total: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Name of lecturer(s): Mgr. Karol Čarnogurský, PhD.

Last modification: 03.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME100C/23	**Course title:** Environmental Management
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture **Recommended study range:** **hours weekly:** **hours per semester:** 8s **Teaching method:** on-site	
Credits: 2	**Working load:** 50 hours
Recommended semester/trimester: 2.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: a) ongoing assessment: semester paper and presentation: 40 points (%) b) final assessment: written test: 60 points (%) Verification of the degree of acquisition of the relevant knowledge, skills and competences of the student is carried out on the basis of theoretical and practical examinations during the semester teaching of the subject. Subject evaluation: A – 100% - 93% B – 92% - 85% C – 84% - 77% D – 76% - 69% E – 68% - 60% Fx – 59% - 0%	
Learning outcomes of the course: The goal of completing the subject is to use domestic and foreign knowledge from the theory and practice of environmental management and its trends through appropriate forms and teaching methods to strengthen the student's interest in the subject and related subjects, so that he thinks in context, approaches the creation, protection of environment and environmental management and his application. Learning outcomes: After completing the subject, the student will acquire the following knowledge, skills and competences: - is able to use the acquired knowledge from the subject to create and implement environmental management in practice - is able to comprehensively navigate the issue of creation and protection of the environment, its legislation and the institutional organization of subjects and their competences at the national, European and global level - is able to apply acquired knowledge in environmental management - is able to assess the impact of environmental management on the creation and protection of the environment at the national and international level - is able to create variants of appropriate strategies in environmental management	

- is able to understand the meaning of environmental management and its policy in a dynamically changing national and global environment
- is able to evaluate and communicate proposals for the implementation of environmental management outputs.

Course contents:

1. Introduction to the issue of environmental protection and environmental management.
2. Knowledge of sustainable development issues - principles, criteria and indicators of sustainable development. Environmental, social, economic and behavioral aspects of sustainable development.
3. Integrating environmental aspects into decision-making processes of organizations, its environmental policy with an emphasis on complexity and interdisciplinary. The influence of the branches of the national economy on the quality of the environment. Green economy, low-carbon economy. Green economy implemented in sectors of the economy such as agriculture, energy and renewable energy sources, industry, transport, tourism.
4. Economic analysis and creation of projects. Initial feasibility study of the project. Waste - waste management, waste management. A person's personal approach to environmental protection. Managerial environmental accounting and the economic side of environmental projects: analysis of environmental costs and benefits, return and profitability of investments.
5. Institutional provision of environmental protection and creation in the Slovak Republic, the EU and the world. Competences of institutions. Agenda 21, Natura 2000. Strategic environmental documents. Environmental policy and legislation in the EU and Slovakia - examples of essential environmental documents.
6. Management of protected areas and protection outside protected areas. Soil protection. Air protection. Water protection. Nature protection. Environmental loads. Environmental damage. Informative: Animal protection; Hunting Act; Fisheries Act.
7. Environmental impact assessment as a global tool supporting the sustainable development of society.
8. Overview of the institutional provision of environmental care in Slovakia, the EU and the world. Fundamental national strategies, policies, concepts, plans and programs, important for the field of environmental care in Slovakia, the EU and the world.
9. Standardized standards: EMS and ISO 14,000 environmental management systems, EMAS environmental audit and management systems.
10. LANDEP (LANDscape-Ecological Planning) methodology for landscape ecological planning, as a link to spatial planning and regional development. Environmental impact assessment through EIA, SEA and other relevant approaches.
11. Public participation in environmental decision-making processes in Slovakia and access to information about the environment.
12. Trends in the environment. Current trends in environmental protection in the world, Europe and Slovakia. The position of OZP within the EC, OECD, UN and other institutions. Driving forces of change and global trends. World challenges in the field of environmental protection, important conferences, encyclical Laudato si, environmental organizations and movements.
13. Scientifically based decisions and examples of good practice in Slovakia SR - the first significant buildings that went through the EIA process in the SR, e.g. Gabčíkovo waterworks, Mochovce nuclear power plant, highway D4. Case studies.

Recommended or required literature:

1. Benini, L. (ed.) at al. 2020: Drivers of change of relevance for Europe's environment and sustainability. European Environment Agency, č. 25/2019, 138 s. Luxembourg: Publications Office of the European Union. ISBN 978 92 9480 219 4, ISSN 1977 8449. doi:10.2800/129404
2. Kanianska R., Jaďuďová J., Marková I. 2017. Zelená ekonomika. Banská Bystrica: UMB, Fakulta prírodných vied. Vyd. Belianum, 2017, 185 s. ISBN 978-80-557-1258-1.
3. Katrlík R. 2016. Zákon o posudzovaní vplyvov na životné prostredie. Bratislava: Wolters Kluwer, 2016, 400 s. ISBN 978-80-8168-340-4.
4. Slovenská agentúra životného prostredia (SAŽP). 2017. Posudzovanie vplyvov na životné prostredie v Slovenskej republike. Všeobecná príručka. Nové Zámky: DMC, 2017, 33 s. ISBN:978-80-89503-71-1.
5. Škodová M., Urban P. 2015: Národný systém ochrany prírody a krajiny na Slovensku. Banská Bystrica: UMB, Fakulta prírodných vied. Vyd. Belianum, 2015, 155 s. ISBN 978-80-557-0960-4.
6. Zákon o životnom prostredí. Zákon č. 17/1992 Zb. v znení neskorších predpisov.
7. Diačiková, A., Ľach, M. 2019. Úspech je voľba. Manažment podnikania a podnikových procesov. Teória a prax. Svit: Chemosvit, a.s. 2019. 400 s. ISBN 978-80-971931-1-9.

Language of instruction:
Slovak

Notes:
-

Course evaluation:
Assessed students in total: 9

A	B	C	D	E	FX
100.0	0.0	0.0	0.0	0.0	0.0

Name of lecturer(s): Ing. Anna Diačiková, PhD.

Last modification: 02.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME112A/23	**Course title:** Financial Analysis and Financial Planning
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 3.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: Verification of the degree of acquisition of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester teaching of the subject. The method of evaluation and completion of the course will be in the form of a credit. Continuous assessment will take place in class. The final evaluation of the student will be based on the exam. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: Learning outcomes of the course: The aim of the course is to provide students with theoretical and practical knowledge and skills for the use of various methods of financial analysis for long-term and short-term financial planning in relation to strategic and operational decisions in selected organizations. After completing the course the student will gain the following knowledge, skills and competencies: - on the basis of the acquired knowledge is able to apply a rich methodological apparatus in solving specific tasks in the financial analysis of the company and explain the use of the results of financial analysis in business practice in a particular company, - masters the methods of business performance analysis based on the theory of value creation management, is able to apply them in practice and explain their use in business practice, - on the basis of the results of the financial analysis indicators of the company's financial statements is able to set the company's financial objectives and create a medium and short-term financial plan	
Course contents: 1. Methods of analysis of overall results of the company. 2. Ex-post financial analysis.	

3. Methods of quantification of the influence of determining factors on the overall results of the company. Ex-ante financial analysis, methodology.
4. Scoring methods, one-dimensional and multidimensional discriminant analysis methods, multicriteria evaluation methods and neural networks.
5. Methods of business performance analysis based on the theory of value creation management (EVA, MVA, REVA).
6. Balanced Scorecard - use of the BSC concept to measure and manage business performance. Solving model situations.
7. Financial planning. Financial plan of the company.
8. Creating a financial plan.
9. Methodology of financial plan evaluation.

Recommended or required literature:

1. REFEXIE Kompendium teórie a praxe podnikania. Finančné riadenie podniku. Časopis Katedry manažmentu v Poprade PF KU v Ružomberku. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku, č. 2, ročník II., 211 s., 2018. ISSN 2585-7428.
2. JAKUBEC, M., KARDOŠ, P., KUBICA, M. 2011. Riadenie hodnoty podniku. Bratislava : IURA Edition, 2011. 157 s. ISBN 978-80-8078-379-2
3. KNÁPKOVÁ, A., PAVELKOVÁ, D. 2010. Finanční analýza : komplexní průvodce s příklady. Praha : Grada Publishing, 2010. 205 s. ISBN 978-80-2473-349-4
4. KOTULIČ, R., KIRÁLY, P., RAJČÁNIOVÁ, M. 2010. Finančná analýza podniku. Bratislava : IURA Edition, 2010. 238 s. ISBN 978-80-8078-342-6
5. KRÁĽOVIČ, J. 2010. Finančné plánovanie podniku. Monografia. Bratislava : Sprint dva, 2010. 212 s. ISBN 978-80-8939-320-6
6. RŮČKOVÁ, P. 2008. Finanční analýza : metody, ukazatele, využití v praxi. Praha : Grada, 2008. 120 s. ISBN 978-80-2472-481-2
7. ZALAI, K. a kol. 2013. Finančno-ekonomická analýza podniku. Bratislava : Sprint dva, 2013. 471 s. ISBN 978-80-8939-380-0
8. WILD, J., SUBRAMANYAM, K. R., HALSEY, R. F. 2014. Financial Statement Analysis. 11. vyd. New York: McGraw-Hill Education, 2014. ISBN 978-0-07-802531-0.

Language of instruction:
Slovak

Notes:
Total student workload: 150 hours.
Contact hours: 16 hours,
Independent student work 132 hours: continuous weekly solving of tasks 50 hours, preparation for tests 82 hours.

Course evaluation:
Assessed students in total: 16

A	B	C	D	E	FX
31.25	18.75	12.5	31.25	6.25	0.0

Name of lecturer(s): Ing. Miroslava Kubičková, PhD., Ing. Mária Vrábliková, PhD.

Last modification: 27.08.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME101A/23	**Course title:** Financial Management
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 1.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: Verification of the degree of acquisition of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester teaching of the subject and the final written test. During the semester, the student demonstrates his theoretical knowledge in the field of modern financial management of business entities with emphasis on changes in global financial markets and the impact of global risks in the form of written tests. Subsequently, it demonstrates the ability to implement theoretical knowledge of financial management into practical conditions through the solution of individual tasks, examples and case studies of managerial practice in a simplified form. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: The aim of the course: The aim of the course is to provide students with a comprehensive set of knowledge and practical skills in the field of financial management to streamline managerial decision-making processes. Learning outcomes of the course: After completing the course the student will gain the following knowledge, skills and competencies: ~ acquisition of specific knowledge in the field of modern financial management with emphasis on new tools and strategies in the financial market, ~ can implement selected methods, models and procedures of financial management and performance management, ~ is able to respond rationally, efficiently and flexibly to the movements of the macroeconomic and microeconomic environment and trends in the financial sphere in business and management practice.	
Course contents:	

1. Characteristics and tasks of financial management of companies.
2. The effect of the economic environment on the financial management of companies.
3. Financial markets.
4. International stock exchanges and funds.
5. Financial risks of the company and their mitigation.
6. Mergers of companies and their financial aspects.
7. Dividend policy - profit distribution.
8. Payment system as a part of cash management.
9. Modern forms of communication used in the payment system.
10. Management of financial performance of companies in theory and managerial practice - Economic value added (EVA).
11. Adjusted economic value added (REVA) indicator. Creditworthy model (CWM). Balanced Scorecard (BSC) model.
12. Enterprise Risk Model (ERM).
13. Capital asset valuation models in practice theory - CAPM model, BUILD-UP model.

Recommended or required literature:

1. VLACHYNSKÝ, K., KRÁĽOVIČ, J. 2011. Finančný manažment. Bratislava : IURA EDITION, 2011. 468 s. ISBN 978-80-8078-356-3.
2. SOCHOR, M., POLEDŇÁKOVÁ, A., KRÁĽOVIČ, J., VLACHYNSKÝ, K. 2011. Finančný manažment. Zbierka príkladov. Bratislava : IURA EDITION, 2011. 236 s. ISBN 978-80-8078-431-7.
3. KISLINGEROVÁ E. a kol. 2010. Manažérske finance. Praha : C.H.BECK. 2010. 864 s. ISBN 978-80-7400-194-9.
4. BREALEY, R.A.-MYERS, S.C. 2014. Teorie a praxe firemních financí. Praha : BizBooks, 2014. 1072 s. ISBN 978-80-2650-028-5.
5. CISKO, Š., KLIEŠTIK, T. 2009. Finančný manažment podniku I. Žilina : EDIS, 2009, 508 s. ISBN 978-0554-007-61
6. REFLEXIE Kompendium teórie a praxe podnikania. Teoretické základy a podmienky fungovania podnikovej finančnej politiky. Číslo 1/2018, ročník II. VERBUM – vydavateľstvo KU, ISSN 2585-7428.
7. REFLEXIE Kompendium teórie a praxe podnikania. Finančné riadenie podniku. Číslo 2/2018, ročník II. VERBUM – vydavateľstvo KU, ISSN 2585-7428.
8. REFLEXIE Kompendium teórie a praxe podnikania. Analýza ziskovosti trhu. Číslo 3/2018, ročník II. VERBUM – vydavateľstvo KU, ISSN 2585-7428.

Language of instruction:

Slovak

Notes:

Total student workload: 150 hours
Contact hours: 16 hours
Independent student work 134 hours of which:
- continuous problem solving: 40 hours
- preparation of semester work: 30 hours
- preparation of semester work presentation: 20 hours
- preparation for the exam: 44 hours

Course evaluation:
Assessed students in total: 21

A	B	C	D	E	FX
38.1	33.33	9.52	4.76	9.52	4.76

Name of lecturer(s): doc. Ing. Jana Piteková, PhD., Ing. Jana Klencová, PhD.

Last modification: 30.08.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME109A/23	**Course title:** International Economic Relations
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 5	**Working load:** 125 hours
Recommended semester/trimester: 2.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: a) continuous evaluation: semester work: 30 points (%) b) final evaluation: written test: 70 points (%) Verification of the degree of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester course. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: Objective of the course: The aim of the course is to use domestic and foreign knowledge of the theory and practice of international economic relations (IER) and its trends through appropriate forms and teaching methods to strengthen the student's interest in the course and related subjects to think in context, approach holistic to critical assessment of the economic global environment using the acquired knowledge and was interested in its development. Learning outcomes of the course: After completing the course the student will gain the following knowledge, skills and competencies: - is able to use the acquired knowledge to analyze the current development of the world economy - is able to understand the current globalization process, including the benefits as well as the negative consequences - is able to apply the knowledge gained from the study of economics to practical processes in the world economy - is able to assess the meaning and significance of international trade, international economic integration and globalization - is able to form an opinion on the international movement of goods and services, factors of production as well as the international monetary system - is able to understand the meaning of creating international organizations and associations	

- is able to assess the position of individual world centers and developing countries.

Course contents:

1. History and development of international economic relations.
2. Main elements of current IER - globalization, international integration, international trade, international organizations.
3. The position of the Slovak Republic within international organizations. Examples.
4. Theory of international trade. Current tendencies and trends of foreign trade.
5. Characteristics and development of the world economy. Examples.
6. International monetary system and capital movements.
7. Centers of the world economy. Examples.
8. History of the EU, its development and IER.
9. European center in the world economy. European integration processes.
10. Eurozone, its development, Euro, Maastricht criteria.
11. Enterprises forms of international cooperation. Case studies.
12. International migration and its economic consequences. Developing and newly industrialized countries.
13. Trends in the development of IER. Case studies.

Recommended or required literature:

1. UBREŽIOVÁ, I., KOZÁKOVÁ, J., DIAČIKOVÁ, A. 2018. Medzinárodný manažment a podnikanie. 1. vyd. Nitra : Slovenská poľnohospodárska univerzita, 2018. 261 s. ISBN 978-80-552-1877-9.
2. REFEXIE Kompendium teórie a praxe podnikania. Časopis Katedry manažmentu v Poprade PF KU v Ružomberku. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku. ISSN 2585-7428.
3. DIAČIKOVÁ, A., ĽACH, M. 2019. Úspech je voľba. Manažment podnikania a podnikových procesov. Teória a prax. Svit: Chemosvit, a.s. 2019. 400 s. ISBN 978-80-971931-1-9.
4. STACHOVÁ, P., KOTTULOVÁ, J., PAŠKRTOVÁ, L. 2019. Medzinárodné ekonomické vzťahy v 21. storočí. Bratislava: Wolters Kluwer. 2019. 288 s. ISBN 978-80-571-0012-6.
5. MARKOVÁ, J., HAVLOVÁ, H. 2020. Ekonomická diplomacie nové doby. Praha: Professional Publishing. 2020. 264 s. ISBN 978-80-882-6044-8.
6. LIPKOVÁ, Ľ. 2011. Európska únia. Bratislava: Sprint dva. 2011. 448 s. ISBN 978-80-8939-333-6.
7. Medzinárodné vzťahy, interdisciplinárny vedecký časopis vydávaný Fakultou medzinárodných vzťahov, EU v Bratislave. ISSN 1336-1562 (print), ISSN 1339-2751 (online, open access).

Language of instruction:

Slovak

Notes:

Total workload: 125 hours.
Contact hours: 16 hours.
Independent student work 109 hours: continuous problem solving 24 hours, preparation of semester work 36 hours, preparation for the exam 49 hours.

Course evaluation:

Assessed students in total: 21

A	B	C	D	E	FX
42.86	33.33	19.05	0.0	0.0	4.76

Name of lecturer(s): Ing. Anna Diačiková, PhD.

Last modification: 03.09.2025

Supervisor(s):

Person responsible for the delivery, development and quality of the study programme:

prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME102A/23	**Course title:** International Management and Entrepreneurship
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 1.	
Level of study: II.	
Prerequisities:	

Requirements for passing the course:

The condition for passing the course is to demonstrate theoretical knowledge from the course material during the semester and verify it by solving practical examples during the exercises. The student's final assessment consists of a theoretical and practical part as follows:

• continuous assessment: partial written work, development and presentation of two projects, activity in exercises: 0-40 points

• final evaluation: written exam, supplemented by an oral exam - 0-60 points

To successfully complete the subject, the student must obtain at least 60 out of a possible 100 points.

Course evaluation:

A – 100%-93%
B – 92%-85%
C – 84%-77%
D – 76%-69%
E – 68%-60%
Fx – 59%- 0%

Learning outcomes of the course:

Objective of the course:

The aim of the subject is to provide students with theoretical and practical knowledge in the field of international management and business.

Learning outcomes:

After completing the subject, the student will acquire the following knowledge, skills and competences:

- use acquired knowledge in searching, critically evaluating and processing relevant information from the field of international management and international business from various information sources,
- based on an understanding of the principles of international management and business, analyze the international competitive environment and the management of organizations in an international competitive environment and estimate trends in the development of the world economy with the aim of applying them to management work in the organization,
- apply the theory of international management and business in a specific international environment and in specific conditions of the organization for its competitiveness,

- assess and perceive international management and business as an opportunity for sustainable development and competitiveness of the organization in an international and global environment,
- evaluate the organization's opportunity by using knowledge from international management and business, understand the role of international market entities and apply it correctly in the organization,
- to create suitable conditions for competitiveness and sustainability on the international and global market for a specific organization.

Course contents:

1. The essence and importance of international management and business
2. International business ethics in relation to corporate social responsibility
3. Culture of the international environment and companies
4. Cultural dimensions and their application
5. Process and models of internationalization in business activity
6. Multinational companies and their importance in the world economy
7. Forms of companies entering foreign markets
8. Strategic management in the international business environment
9. Strategies of international companies
10. Organizing international businesses
11. International human resources management
12. Diversity management in international companies
13. New trends in international management and business

Recommended or required literature:

1. UBREŽIOVÁ,I., JANOŠKOVÁ, M., MURA, L. a kol. 2021. Teória a prax medzinárodného manažmentu a podnikania v multikulturálnom prostredí (Theory and Practice of International Management and Entrepreneurship in the Multicultural Environment). Ostrava: VŠB-TU, 1. vyd. 236 s., 2021, ISBN 978-80-248-4516-6
2. UBREŽIOVÁ, I., KOZÁKOVÁ, J., DIAČIKOVÁ, A. 2018. Medzinárodný manažment a podnikanie. 1. vyd. Nitra : Slovenská poľnohospodárska univerzita, 2018. 261 s. ISBN 978-80-552-1877-9.
3. DIAČIKOVÁ, A.. ĽACH, M. 2019. Manažment podnikania a podnikových procesov - TEÓRIA A PRAX aplikovaná v spoločnosti CHEMOSVIT, a.s. Poprad: Popradská tlačiareň, s.r.o., 2019, 400 s., ISBN 978-80-971931-1-9.
4. UBREŽIOVÁ, I., MALEJČÍKOVÁ, A., MORAVČÍKOVÁ, K., UBREŽIOVÁ, A. 2015. Spoločenská zodpovednosť podnikov SR v kontexte internacionalizácie podnikania. 1. vyd. Nitra : Slovenská poľnohospodárska univerzita, 2015. 112 s. ISBN 978-80-552-1440-5.
5. REFEXIE Kompendium teórie a praxe podnikania. Časopis Katedry manažmentu PF KU v Ružomberku. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku. 2019, 2020, 2021
6. ŠTRACH, P.2009. Mezinárodní management. Praha: GRADA Publishing. 168 s., 2009. ISBN 978-80-247-2987-9
7. MEAD, R., ANDREWS, T.G.2013. International Management – Culture and Beyond. A John Wiley and Sons, Ltd., Publication, 469 p., 2013, ISBN 978-1-4051-7399-5 (P/B)

Language of instruction:

Slovak, English

Notes:
Total student workload: 150 hours
Contact hours: 16 hours
Independent student work 134 hours of which:
- continuous problem solving: 40 hours
- preparation of semester work: 30 hours
- preparation of semester work presentation: 20 hours
- preparation for the exam: 44 hours

Course evaluation:
Assessed students in total: 21

A	B	C	D	E	FX
19.05	0.0	14.29	9.52	52.38	4.76

Name of lecturer(s): prof. Ing. Iveta Ubrežiová, CSc.

Last modification: 17.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME105B/23	**Course title:** Investment Management
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 4	**Working load:** 100 hours
Recommended semester/trimester: 3.	
Level of study: II.	
Prerequisities:	

Requirements for passing the course:

Verification of the degree of acquisition of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester teaching of the subject and the final written test.

During the semester, the student demonstrates his theoretical knowledge in the field of modern investment management of business entities with emphasis on changes in global financial markets in the form of written tests. Subsequently, it demonstrates the ability to implement theoretical knowledge of investment management into practical conditions through the solution of individual tasks, examples and case studies of managerial practice in a simplified form.

Hodnotenie predmetu:

A – 100%-93%
B – 92%-85%
C – 84%-77%
D – 76%-69%
E – 68%-60%
Fx – 59%- 0%

Learning outcomes of the course:

The aim of course:

The aim of the course is to provide students with a comprehensive set of knowledge and practical skills in the field of investment management to streamline managerial decision-making processes.

Learning outcomes of the course:

After completing the course the student will gain the following knowledge, skills and competencies:

- acquires specific knowledge in the field of modern investment management with emphasis on efficient capital and financial investment,
- can implement selected investment methods, models and procedures,
- is able to make rational, efficient and flexible investment decisions, thus ensuring the growth of performance, prosperity and competitiveness of the company in the global market.

Course contents:

1. Management of capital contributions to fixed assets.
2. Investment decisions and investment strategies

3. Project financing of investments as a role of financial managers.
4. Financial criteria for evaluation of investment projects.
5. Investment controlling as a tool of investment management.
6. Financial aspects of investment decisions.
7. Evaluation of the effectiveness of investment projects in the business sphere.
8. Selection and methods of evaluation of investment efficiency.
9. Impact of financial decisions on project efficiency.
10. Risk and evaluation of investment projects.
11. Financial markets and investing.
12. Financial investment and its strategy.
13. The issue of real options - a new approach to investment decisions.

Recommended or required literature:

1. KISEĽÁKOVÁ, D. ŠOFRÁNKOVÁ, B. 2020. Finančný manažment a investovanie – prípadové štúdie v manažérskej praxi. Prešov : Bookman, 2020. 152 s. ISBN 978-80-8165-404-6.
2. KISEĽÁKOVÁ, D. ŠOFRÁNKOVÁ, B. 2020. Moderný finančný manažment podnikateľských subjektov. Prešov : Bookman, 2020. 280 s. ISBN 978-80-8165-403-9.
3. MATISKOVÁ, D., ŠEBEJ, P., HRICOVÁ, R. 2013. Investičná činnosť podnikov, Teória - empíria - návody : Vybrané časti. Brno : Tribun EU, 2013. 133 s. ISBN 978-80-971296-3-7.
4. VLACHYNSKÝ, K., KRÁĽOVIČ, J. 2011. Finančný manažment. Bratislava : IURA EDITION, 2011. 468 s. ISBN 978-80.8078-356-3.
5. JÍLEK, J. 2005. Finanční a komoditní deriváty v praxi. Praha : Grada Publishing, 2005. 632 s. ISBN 80-2471-099-4.
6. MLYNAROVIČ, V. 2003. Finančné investovanie – teórie a aplikácie. Praha : IURA Edition, 2003. 294 s. ISBN 80-890-471-6.
7. POLÁCH, J. et al. 2012. Reálne finanční investice. Praha : C. H. Beck, 2012. 263 s. ISBN 978-80-7400-436-0.
8. VALACH, J. 2011. Investiční rozhodování a dlouhodobé finacování. Praha : Ekopress, 2011. 513 s. ISBN 978-80-8692-971-2.
9. BRIGHAM, E., F. – DAVES, P., R. 2016. Intermediate Financial Management. 12th Edition. College Bookstore, 2016. 1073 s. ISBN 978-1-285-85003-0.
10. REFLEXIE Kompendium teórie a praxe podnikania. Investičné stratégie a investičné projekty. Číslo 4/2018, ročník II. VERBUM – vydavateľstvo KU, ISSN 2585-7428.
11. CHOVANCOVÁ B. a kol. Finančné trhy: Nástroje a transakcie. Wolters Kluwer (Iura Edition), 2016. ISBN 9788081683305.
12. MICHALKOVÁ, L. Investičný manažment. Praktikum. EDIS – Žilinská univerzita, 2023. ISBN 9788055419220.
13. BODIE, Z.; KANE, A.; MARCUS, A. Essentials of Investments (2024 Release). McGraw-Hill, 2024. ISBN 9781265062002.
14. GRINOLD, R. C.; KAHN, R. N. Advances in Active Portfolio Management: New Developments in Quantitative Investing. McGraw-Hill, 2019. ISBN 9781260453713.

Language of instruction:

Slovak

Notes:
Total student workload: 100 hours
Contact hours: 52 hours (lectures 26 h, seminars 26 h)
Independent study: 48 hours
– ongoing weekly assignments: 18 h
– preparation for written tests: 16 h
– preparation for the oral exam: 14 h

Course evaluation:
Assessed students in total: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Name of lecturer(s): PhDr. Jaroslava Bučková, PhD.

Last modification: 03.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME106B/23	**Course title:** Knowledge Management
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 4	**Working load:** 100 hours
Recommended semester/trimester: 3.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: a) continuous evaluation: semester work: 30 points (%) b) final evaluation: written test: 70 points (%) Verification of the degree of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester course. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: Objective of the course: The aim of the course is to use domestic and foreign knowledge of the theory and practice of knowledge management and its trends through appropriate forms and teaching methods to strengthen the student's interest in the course and related subjects to think in context, approach holistic to the knowledge management and its application in practice. Learning outcomes of the course: After completing the course the student will gain the following knowledge, skills and competencies: - is able to use the obtained knowledge in searching, critical evaluation and processing of relevant information in the field of knowledge management from various information sources - is able based on the understanding of the principles of knowledge management to analyze the quality of available resources in terms of ethics and morality - is able to apply the theory of knowledge management in the specific conditions of the organization in the process of innovation and its sustainable development - is able to assess and perceive knowledge management as an interdisciplinary science in the context of sustainable development and competitiveness of the organization - is able to evaluate the knowledge potential of the organization's employees supported by a suitable corporate culture	

- is able to create a conceptual model of knowledge management for a specific organization.

Course contents:

1. Terminology in the field of knowledge management. Origin and main stages of knowledge management development.
2. Value chain in the process of knowledge management - data, information, knowledge, wisdom, implementation.
3. Knowledge management in the context of human resources management. Knowledge management in the context of corporate culture.
4. Knowledge management in the context of CSR (Corporate Social Responsibility) model. Knowledge management in the context of the EFQM (European Foundation of Quality Management) model of excellence. Knowledge management in the context of the concept of well-being (quality of life man indicator).
5. Current starting points for implementation, resp. developing knowledge management in practice. Information & Knowledge in the organization environment. Implementation of knowledge management in the organization. Case studies.
6. Causality of knowledge management in practice. Examples.
7. Processes and elements of knowledge management in the organization. Examples.
8. Codification of knowledge and transfer of knowledge. Explicit and tacit knowledge.
9. Strategic decision-making in the context of the use of knowledge management.
10. Innovation management in the context of the use of knowledge management. Examples.
11. Creating a competitive advantage by using knowledge management. Examples.
12. Trends in knowledge management.
13. Case studies from real practice.

Recommended or required literature:

1. VYMĚTAL, J., DIAČIKOVÁ, A., VÁCHOVÁ, M. 2005. Informační a znalostní management v praxi. Praha: Lexis Nexis, CZ, 2005. 399 s. ISBN 80–86920–01–1.
2. SENGE, P. 2007. Pátá disciplína. Teorie a praxe učící se organizace. Praha: Management Press, 2007. 450 s. ISBN 978-80-7261-162-1.
3. ZELENÝ, M. 2011. Hledání vlastní cesty. Praha: Computer Press, 2011. 319 s. ISBN 978-80-251-1611-1.
4. KOTLER, P., CASLIONE, J.A. 2009. Chaotika - Řízení a marketing firmy v éře turbulencí. Brno: Computer Press, 2009. 216 s. ISBN 978-80-251-25991.
5. RANKOV, P. 2006. Informačná spoločnosť – Perspektívy, paradoxy, problémy. Bratislava: L.C.A., 2006.176 s. 80-8912-991-9.
6. PORVAZNÍK, J. a kol. 2007. Celostný manažment. Žilina: Poradca podnikateľa. 540 s. ISBN 978-80-8893-173-7.
7. KASSAY, Š. 2018. Riadenie. Znalostný podnik. Bratislava: Vydavateľstvo SAV Veda. 257 s. ISBN 978-80-224-1594-1.
8. MLÁDKOVÁ, L. 2008. Management znalostních pracovníku. Praha: C.H.Beck. 132 s. ISBN 978-80-7400-013-3.
9. DIAČIKOVÁ, A., ĽACH, M. 2019. Úspech je voľba. Manažment podnikania a podnikových procesov. Teória a prax. Svit: Chemosvit, a.s. 2019. 400 s. ISBN 978-80-971931-1-9.
10. REFEXIE Kompendium teórie a praxe podnikania.Znalostný podnik. Časopis Katedry manažmentu v Poprade PF KU v Ružomberku. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku, č. 1, ročník V., 305 s., 2021. ISSN 2585-7428.
11. KATUŠČÁKOVÁ, M. 2015. Kontexty manažmentu znalostí. Žilina: Žilinská univerzita, Fakulta humanitných vied, 2015. 118 s. ISBN 978-80-89832-01-9.

Language of instruction:
Slovak

Notes:
Total workload: 100 hours.
Contact hours: 16 hours.
Independent student work 84 hours: continuous problem solving 20 hours, case study preparation 28 hours, exam preparation 36 hours.

Course evaluation:
Assessed students in total: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Name of lecturer(s): Ing. Anna Diačiková, PhD.

Last modification: 03.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME103A/23	**Course title:** Logistics
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 2.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: a) ongoing evaluation: Elaborate the Logistics System Project: 40 points b) final evaluation: written test: 60 points The number of points obtained ongoing and final evaluation is 100. It corresponds to the classification rating scale. Credits will be awarded to a student who has obtained at least 60 out of 100 points. Course evaluation: A - 100% -93% B - 92% -85% C - 84% -77% D - 76% -69% E - 68% -60% Fx - 59% - 0%	
Learning outcomes of the course: Course goal: The aim of the course: students are able to understand the basic concepts in logistics, to know the basic methods and concepts of logistics development, to be able to orient themselves in matters of its process management. Learning outcomes: After passing the course, student will gain the following knowledge, skills and competencies: - is able to apply practical knowledge in practice, monitor and measure logistics performance system, optimize and improve processes in logistics, - is able to systematically solve the problems associated with the movement of material in small and medium companies, controls the methods of material flow management, - is able to create, assess, evaluate and manage a logistics system for small and medium-sized enterprises by using the acquired knowledge - procurement logistics, production logistics, distribution logistics, - can obtain, evaluate and use information from the logistics strategy, logistics information system and subsystems to ensure improvement of logistics processes in companies.	
Course contents:	

1. Introduction to logistics. Basic characteristics and concept of logistics.
2. Business logistics. Logistics processes and logistics costs of the company.
3. Logistics technologies. Material flow control.
4. Logistic functions. Purchasing and production logistics.
5. Methods and models to support the production logistics of the company.
6. Customer service.
7. Tasks and goals of supply, elements and tools of supply logistics. Selection of input supplies.
8. Warehouse logistics, trends in warehouse logistics.
9. Distribution logistics, distribution, order processing, packaging management.
10. Transport and transportation systems.
11. Information systems in logistics.
12. Trends in logistics production management.
13. Global trends in logistics. New trends in logistics.

Recommended or required literature:

1. ROSOVÁ, A., DAŇKOVÁ, A., 2017. Logistika pre manažérov. Košice : TU v Košiciach, 2017. 148 s. ISBN 978-80-553-3092-1
2. BALOG, M., STRAKA, M. 2005. Logistické informačné systémy. Bratislava : Epos, 2005. 208 s. ISBN 80-8057-660-2
3. MALÁ, D. a kol. 2011. Vybrané kapitoly súčasnej logistiky. Banská Bystrica : Univerzita Mateja Bela, 2011. 136 s. ISBN 978-80-557-0202-5
4. SIXTA, J., ŽIŽKA, M. 2009. Logistika. Metody používané pro řešení logistických projektů. Brno : Computer Press, 2009. 238 s. ISBN 9788025125632
5. STEHLÍK, A., KAPOUN, J. 2008. Logistika pro manažery. Praha : Ekopress, 2008. 266 s. ISBN 978-80-86929-37-8
6. PALÚCH, S., PEŠKO, Š. 2006. Kvantitatívne metódy v logistike. Žilina : EDIS – vydavateľstvo ŽU. 185 s. ISBN 80-8070-636-0
7. VIDOVÁ, H. 2009. Logistický controlling. Bratislava : Slovenská technická univerzita, 2009. 89 s. ISBN 978-80-227-3007-5
8. DUBOVEC, J. 2017. Logistika (v ziskovom prostredí). Žilina : EDIS – vydavateľské centrum ŽU, 2017. 198 s. ISBN 978-80-554-1343-3
9. REFEXIE Kompendium teórie a praxe podnikania. Časopis Katedry manažmentu PF KU v Ružomberku. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku. 2018, 2019, 2020, 2021, 2022

Language of instruction:
Slovak

Notes:

Course evaluation:
Assessed students in total: 21

A	B	C	D	E	FX
38.1	42.86	14.29	0.0	0.0	4.76

Name of lecturer(s): Mgr. Karol Čarnogurský, PhD., Mgr. Štefan Tkačik

Last modification: 27.08.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME104B/23	**Course title:** Macroeconomic Models
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 4	**Working load:** 100 hours
Recommended semester/trimester: 3.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: student is carried out on the basis of theoretical and practical examinations during the semester teaching of the subject. During the semester, the student solves specific case studies and examples at seminars together with the teacher, discusses and actively participates. The final evaluation is done by a written exam, for which you can get 100 points. To successfully complete the course, the student must obtain at least 60 out of a possible 100 points. Hodnotenie predmetu: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: The goal of the course: The aim of the course is to develop abstract and critical thinking in the assessment of macroeconomic phenomena and processes. Learning outcomes of the course: After completing the course the student will gain the following knowledge, skills and competencies: - the student uses the acquired knowledge to search and sort relevant information about the macroeconomic environment, - understand the functioning of the market mechanism in the macrosphere based on abstract-logical models, - is able to understand the macroeconomic process at the level of the state, the integration grouping as well as the world economy, - apply the acquired knowledge to identify the impact of the effects of monetary and fiscal policy instruments on the market environment on the macroeconomic balance created, - get an idea of the self-regulatory capabilities of the market in a macroeconomic environment,	

- assesses the most important patterns of economic development in the current globalized environment.

Course contents:

1. Importance of study and development of modern macroeconomics.
2. The contribution of John Maynard Keynes.
3. Equilibrium product in the conditions of a two-sector economy.
4. Equilibrium product in conditions of three-sector economy.
5. Derivation of IS and LM curves and IS - LM model.
6. Effects of monetary and fiscal policy using the IS-LM model.
7. Mudnell-Fleming model - model formation, derivation of curves.
8. Fixed and flexible exchange rate and the impact on the effect of macroeconomic instruments.
9. The effects of monetary and fiscal policy in an open economy.
10. Development of the world economy and the Slovak economy in the intentions of the investigated models.
11. Model AD - AS - derivation of curves and practical application.
12. Relationship between inflation, unemployment and product. Phillips curve and its interpretations.
13. Forming macroeconomic equilibrium based on market principles.

Recommended or required literature:

1. URAMOVÁ, M., PITEKOVÁ, J., PAĽA, J. 2010. Makroekonómia II. Banská Bystrica : EF UMB, 2010, 120 s. ISBN 978-80-8083-728-0.
2. KEYNES, J.M. 2020. Všeobecná teória zamestnanosti, úroku a peňazí. Praha : Nadační fond CICERO, 2020. 344 s. ISBN 978-80-270-7399-3.
3. HOLMAN, R. 2018. Makroekonomie (3. vyd.) Středne pokročilý kurz. Praha : C.H.Beck, s. ISBN 978-80-7400-541-1.
4. LISÝ, J. a kol. 2013. Makroekonomická rovnováha a nerovnováha. Bratislava : Iura Edition, 207 s. ISBN 978-80-8078-588-8.

Language of instruction:

Slovak

Notes:

Total student workload: 100 hours
Contact hours: 16 hours
Student independent work 84 hours: continuous weekly problem solving 40 hours, preparation for the written exam 44 hours

Course evaluation:

Assessed students in total: 16

A	B	C	D	E	FX
6.25	25.0	37.5	6.25	18.75	6.25

Name of lecturer(s): doc. Ing. Jana Piteková, PhD.

Last modification: 19.09.2025

Supervisor(s):

Person responsible for the delivery, development and quality of the study programme:

prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME101C/23	**Course title:** Management of Motivation and Remuneration of Employees
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture **Recommended study range:** **hours weekly:** **hours per semester:** 8s **Teaching method:** on-site	
Credits: 2	**Working load:** 50 hours
Recommended semester/trimester: 3.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: Verification of the relevant level of knowledge and skills of students is carried out on the basis of exams during the semester teaching: - continuous assessment: written assignment of a model situation (0-20 points); written exam (0-15 points); seminar activity (0-5 p.); final assessment: exam: 0-60 points. Subject evaluation: A –100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% FX – 59%- 0%	
Learning outcomes of the course: Objective of the subject: The aim of the subject is to gain knowledge about: - the importance of motivation and remuneration as tools for influencing the required work performance of employees, - the process, types, theories and goals of motivation, - theories of motivation focused on content, - theories of motivation focused on the process, - on the interaction between motivation and work performance, - the remuneration management system, its components, elements and goals, Educational outcomes of the subject: After completing the subject, the student will acquire the following skills and competencies: - identify, analyze and verify the quality of the incentive system, - identify, analyze and verify the quality of the remuneration system, - apply acquired knowledge when solving model situations and case studies.	
Course contents: Motivation: 1. Process, goal of motivation, motivation and work performance.	

2. Theory of instrumentality – Taylorism.
3. Content-oriented theory – hierarchy of needs.
4. Two-factor model – statistical dissatisfactors.
5. Process-oriented theories – expectation theory, goal theory, justice theory.
6. Motivational strategies.
Remuneration:
1. Remuneration management system, components and elements-
2. Economic factors affecting the level of wages and salaries.
3. Remuneration objectives - the point of view of the organization and the employee.
4. Remuneration policy and development.

Recommended or required literature:

1. ARMSTRONG. M., TAYLOR, S. 2015. Řízení lidských zdroju. Moderní pojetí a postupy. Praha: GradaPublishing.
2. ARMSTRONG, M. 2012. Armstrong´sHandbook of HumanResourceManagenementPractice. Philadelphia PA: KoganPage.
3. ARMSTRONG, M. 2007. Řízení lidských zdroju. Praha: Grada.
4. ANTOŠOVÁ, M. 2008. Manažment ľudských zdrojov v praxi. Košice: TU v Košiciach.
5. ANTOŠOVÁ, M., CSIKOSOVÁ, A. 2011. Intelectual capital in context of knowledge management. In: The Economic Geography of Globalization. Rijeka: InTech, 113-142.
6. BARTÁK, J. 2015. Aktuální problémy vzdělávaní a rozvoje zaměstnancu v organizacích. Praha: UJAK.
7. BARTÁK, J. 2006. Skryté bohatství firmy. Praha: Alfa Publishing.
8. BELCOURT, M., WRIGHT, P. C. 1998. Vzdělávaní pracovníku a řízení pracovního výkonu. Praha: GradaPublishing.
9. HORVÁTHOVÁ P. et al. 2016. Řízení lidských zdroju. Nové trendy. Praha: Management Press.
10. HRONÍK, F. 2007. Rozvoj a vzdělávaní pracovníku. Praha: GradaPublishing.
11. KOUBEK, J. 2007. Řízení lidských zdroju. Základy moderní personalistiky. Praha: Management Press.
12. MAZOUCH, P., FISCHER, J. 2011. Lidský kapitál. Praha: C. H. Beck.
13. MLÁDKOVÁ. 2004. Management znalostí v praxi. Praha: ProfesionalPublishing.
14. TICHÁ, I. 2005. Učíci se organizace. Praha: Alfa Publishing.
15. TURECKIOVÁ, M. 2004. Řízení a rozvoj lidíve firmách. Praha: GradaPublishing.
16. VODÁK, J., KUCHARČÍKOVÁ, A. 2011. Efektivní vzdělávaní zaměstnanců. Praha: GradaPublishing.

Language of instruction:
Slovak

Notes:
Total student workload: 50 hours
Contact hours: 8
Independent student work 42 hours, of which:
- ongoing student work 15 hours,
- preparation of materials and solving a model task 15 hours,
- preparation for the exam 12 hours.

Course evaluation:
Assessed students in total: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Name of lecturer(s): Ing. Jana Klencová, PhD.

Last modification: 30.08.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME108A/23	**Course title:** Management of Education and Development of Employees
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 2.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: Verification of the degree of acquisition of the relevant knowledge and skills of the student is carried out on the basis of checks during semester teaching: - continuous assessment: written assignment (0-20 b), written examination (0-15 b), activity at seminars (0-5 b); - final evaluation: exam: 0-60 points. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: Objective of the course: The aim of the subject is to acquire knowledge about the importance of education and development of employees in the organization, about the adaptation of employees in the organization, about the system and process of professional education, about the personal development of employees and career management, about the development of managers. on the learning organization and the knowledge enterprise. Learning outcomes: After completing the subject, the student will acquire the following skills and competencies: - identify and analyze a critical place in the education and development of employees (compare theories and practice); - organizationally ensure the process of training and development of employees in practice, both from the point of view of the HR specialist and the future manager; - propose and organizationally ensure the personal development of managers in the organization; - apply acquired knowledge when solving model situations and case studies.	
Course contents: 1. Development of human resources, its mission and importance in the organization.	

2. Adaptation / adaptation process of new employees in the organization.
3. Professional education of employees.
4. System and process of further education of employees.
5. Personal development of employees and career management.
6. Human resources management focused on capabilities
7. Talent management.
8. Development of managers.
9. Intellectual capital.
10. Learning organization - Knowledge enterprise.
11. Competency model / Management according to competencies.
12. Development of human resources in the context of corporate culture.
13. Changes, expectations and challenges of professional education.

Recommended or required literature:

1. ARMSTRONG. M., TAYLOR, S. 2015. Řízení lidských zdrojů. Moderní pojetí a postupy. Praha : Grada Publishing. 928 s. 978-80-247-5258-7.
2. ARMSTRONG, M. 2012. Armstrong´s Handbook of Human Resource Managenement Practice. Philadelphia PA : KoganPage. 440 p. ISBN 978 0 7494 6964 1.
3. ANTOŠOVÁ, M. 2008. Manažment ľudských zdrojov v praxi. Košice : TU v Košiciach. 155 s. ISBN: 978-80-553-0017-7.
4. ANTOŠOVÁ, M., CSIKOSOVÁ, A. 2011. Intellectual capital in context of knowledge management. In: The Economic Geography of Globalization. Rijeka : InTech, 113-142.
5. BARTÁK, J. 2015. Aktuální problémy vzdělávaní a rozvoje zamestnancu v organizacích. Praha : UJAK. 200 s. ISBN 978-80-7452-113-3.
6. DUDINSKÁ, E. a kol. 2011. Manažment ľudských zdrojov. 1. vyd. Prešov : Vydavateľstvo Michala Vaška. 214 s. ISBN 978-80-7165-831-3.
7. HALÍK, J. 2008. Vedení a řízení lidských zdrojů. Praha : Grada Publishing. 128 s. 978-80-247-2475-1.
8. HORVÁTHOVÁ P. a kol. 2016. Řízení lidských zdroju. Nové trendy. Praha : Management Press. 432 s. ISBN 978-80-7261-430-1.
9. KRAVČÁKOVÁ, G., BERNÁTOVÁ, D. 2020. Manažment ľudských zdrojov. Košice : Univerzita Pavla Jozefa Šafárika. 217 s. ISBN 978-80-8152-952-8.
10. MAZOUCH, P., FISCHER, J. 2011. Lidský kapitál. Praha : C. H. Beck. 116 s. 978-80-7400-380-6.
11. STACHOVÁ, K. a kol. 2024. Riadenie ľudí v digitálnom svete/Management of People in the Digital World. Praha : Wolters Kluwer. 546 s. ISBN 978-80-286-0021-1.
12. STACHOVÁ, K., STACHO, Z. 2023. Manažment ľudských zdrojov. 1. vyd. Trnava: Univerzita sv. Cyrila a Metoda v Trnave - Inštitút manažmentu. 138 s. ISBN 978-80-572-0386-5.
13. UBREŽIOVÁ, I. a kol. 2021. Teória a prax medzinárodného manažmentu a podnikania v multikulturálnom prostredí/Theory and practice of international management and entrepreneurship in the multicultural environment. 1. vyd. Ostrava : VŠB - TU Ostrava. 235 s. ISBN 978-80-248-4516-6.
14. ULRICH, D. 2014. Nová éra řízení lidských zdrojů - ze servisu partnerem : šest kompetencí pro HR budoucnosti. Praha : Grada. 304 s. ISBN 978-80-247-5090-3.
15. ULRICH, D. 2009. Mistrovské řízení lidských zdrojů. 1. české vyd. Praha : Grada. 272 s. ISBN 978-80-247-3058-5.
16. VODÁK, J., KUCHARČÍKOVÁ, A. 2011. Efektivní vzdělávaní zaměstnanců. Praha : Grada Publishing. 237 s. ISBN 978-80-247-3651-8.

Language of instruction:
Slovak

Notes:
Total student workload: 150 hours
Contact hours: 16 hours
Independent student work 134 hours of which:
- continuous problem solving: 40 hours
- preparation of semester work: 30 hours
- preparation of semester work presentation: 20 hours
- preparation for the exam: 44 hours

Course evaluation:
Assessed students in total: 20

A	B	C	D	E	FX
50.0	25.0	5.0	5.0	15.0	0.0

Name of lecturer(s): Ing. Jana Klencová, PhD., prof. Ing. Iveta Ubrežiová, CSc.

Last modification: 10.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok

Faculty: Faculty of Education

Course code: KMN/Mn-ME102C/25	**Course title:** Management – differential exam

Type and range of planned learning activities and teaching methods:
Form of instruction: Seminar
Recommended study range:
hours weekly: 1 **hours per semester:** 13
Teaching method: on-site

Credits: 1	**Working load:** 25 hours

Recommended semester/trimester: 1.

Level of study: II.

Prerequisities:

Requirements for passing the course:

Learning outcomes of the course:

Course contents:

Recommended or required literature:

Language of instruction:

Notes:

Course evaluation:
Assessed students in total: 1

A	B	C	D	E	FX
0.0	0.0	100.0	0.0	0.0	0.0

Name of lecturer(s): PhDr. Jaroslava Bučková, PhD., prof. Ing. Iveta Ubrežiová, CSc.

Last modification: 24.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME106A/23	**Course title:** Marketing Strategy
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 1.	
Level of study: II.	
Prerequisities:	

Requirements for passing the course:

The condition for completing the course is the processing of an advertising campaign for the selected organization. The main tasks are to determine the goal of the advertising campaign, to define the target group of the advertising campaign, to design the tools of the communication mix, to plan the budget, the time schedule and the return. During the semester, the student continuously processes tasks related to strategic marketing activities in the organization. Knowledge is verified in the form of a continuous written test in the middle of the semester.

• preliminary evaluation: solution of case study and type examples: project focused on the elaboration of the marketing communication strategy of the selected organization and continuous written test: 0 - 40 points

• final evaluation: final test: 0 – 60 points

Verification of the degree of acquisition of relevant knowledge, skills and competencies of the student is carried out based on theoretical and practical examinations during the semester teaching of the subject.

Course evaluation:

A – 100%-93%

B – 92%-85%

C – 84%-77%

D – 76%-69%

E – 68%-60%

Fx – 59%- 0%

Learning outcomes of the course:

Course aim:

The course aims to provide students with theoretical and practical knowledge and skills for the use of various types of marketing strategies in strategic decisions in selected organizations.

Learning outcomes of the course:

After completing the course the student will gain the following knowledge, skills, and competencies:

- use the acquired knowledge in the search, critical evaluation and processing of relevant information in the field of marketing strategies from various information sources,

- analyze and understand the principles of the organization's marketing strategies in the context of the integration of its external and internal environment,
- apply the theory of marketing strategies in a competitive domestic and foreign environment and macro-environment of the organization for its competitiveness and sustainable development,
- assess and perceive marketing strategies as an opportunity for the sustainable development and competitiveness of the organization in the domestic, international and global environment,
- assess the organization's opportunity by utilizing and properly implementing knowledge of marketing strategies,
- create an appropriate marketing strategy for a specific organization with scenarios of variant action plans,
- implement communication campaigns in selected social networks and e-commerce environments.

Course contents:

1. Terminology of marketing strategies. Development of marketing strategies.
2. Marketing strategy to achieve marketing goals.
3. Principles and importance of marketing strategies.
4. Use of methods in marketing strategies.
5. Marketing strategy for the target segment. Target segment analysis.
6. The role of quality information in marketing strategies.
7. Marketing planning. Marketing plan and its control.
8. Marketing controlling.
9. Marketing audit. Basic principles in marketing management about the investigation of the causes and consequences of the performance of marketing activities.
10. Creating a competitive advantage for the organization through management and marketing.
11. Use of marketing strategies in the business environment. Doing business in a selected market environment.
12. Manifestations of the process of globalization and its impact on the business environment.
13. Digital marketing - marketing activities in e-shops and social networks.

Recommended or required literature:

Odporúčaná literatúra:

1. ČARNOGURSKÝ, K.: Výzvy v marketingu a marketingovej komunikácii v digitálnej ére. Ružomberok: Verbum, 2023. 137 s. ISBN 978-80-561-1024-9
2. DUDINSKÁ, E. - BUDAJ, P. – BUDAJOVÁ, G. 2009. Analýzy v marketingovom plánovaní. Prešov : Vydavateľstvo Michala Vaška, 2009, 157 s. ISBN 978-80-7165-757-6
3. EGAN, J. 2014. Marketing Communications. SAGE. 2014. 440 p. ISBN 978-14-739-0863-5
4. CHERNEC, A. - KOTLER, P. 2012. Strategic Marketing Management. Cerebellum Press; 7th ed. Edition, 2012. 254 p. 978-1936572151.
5. JAKUBÍKOVÁ, D. 2013. Strategický marketing. Praha : Grada Publishing, 2013. 368 s. ISBN 978- 80-247-46708
6. KAŠÍK, M., HAVLÍČEK, K. 2012. Marketing při utváření podnikové strategie. Praha : Eupress, ISBN 978-80-7408-060-9
7. KOTLER, P. – KELLER, K. 2013. Marketing management. Praha : Grada Publishing, 2013. 816 s. ISBN 978-80-247-4150-5
8. KUMAR, N. 2008. Marketing jako strategie vedoucí k úspěchu. Praha : Grada Publishing, 2008. 240 s. ISBN 978-80-247-2439-3
9. MADZÍK, P., ČARNOGURSKÝ, K. Požiadavky zákazníka a proces ich plnenia. Ružomberok: Verbum, 2020. 201 s. ISBN 978-80-561-0778-2
10. PAJTINKOVÁ BARTÁKOVÁ, G. – GUBINIOVÁ, K. 2012. Udržateľný marketingový manažment. Trenčín : Inštitút aplikovaného manažmentu. 2012. ISBN 978-80-89600-08-3
11. REFEXIE Kompendium teórie a praxe podnikania. Integrovaná komunikácia – časť A a B. Časopis Katedry manažmentu v Poprade PF KU v Ružomberku. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku, ročník III., 2019. ISSN 2585-7428
12. WHALLEY, A. 2014. Strategic Marketing. bookboon.com. 116 s. ISBN 978-87-7681-643-8

Language of instruction:

Slovak, English

Notes:

Total student workload: 150 hours.
Contact hours: 16 hours.
Independent student work: 134 hours: continuous weekly problem solving 39 hours, preparation for papers 45 hours, preparation for the exam 50 hours.

Course evaluation:

Assessed students in total: 21

A	B	C	D	E	FX
33.33	38.1	9.52	9.52	4.76	4.76

Name of lecturer(s): Mgr. Karol Čarnogurský, PhD.

Last modification: 03.09.2025

Supervisor(s):

Person responsible for the delivery, development and quality of the study programme:

prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME107A/23	**Course title:** Organization of Managerial Work
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 3.	
Level of study: II.	
Prerequisities:	

Requirements for passing the course:

Verification of the degree of acquisition of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester of the course and the final written test.

During the semester, the student demonstrates his theoretical knowledge in the organization of managerial work in the form of written tests. Subsequently, it demonstrates the ability to implement theoretical knowledge of the organization of managerial work into practical conditions through the solution of case studies.

Course evaluation:

A – 100%-93%
B – 92%-85%
C – 84%-77%
D – 76%-69%
E – 68%-60%
Fx – 59%- 0%

Learning outcomes of the course:

The aim of course:

The aim of the course is to provide students with a comprehensive set of knowledge of the organization of managerial work to create a basis for the development of the manager's personality in the context of changes in the current business environment.

Learning outcomes of the course:

After completing the course the student will gain the following knowledge, skills and competencies:

- acquires specific knowledge in the field of organization of managerial work with emphasis on defining personality characteristics of managers, their competencies,
- acquires skills that form the basis of managerial work - communication, motivation, team leadership, time management, stress management.
- is able to develop and perform managerial functions in an environment in which companies operate and which themselves generate additional demands on managers, such as the ability to behave ethically, socially responsibly, and be culturally sensitive.

Course contents:

1. Manager's personality and managerial competencies.
2. Personal management, self-management functions and their content.
3. Open communication.
4. Purposeful coaching.
5. Effective management of workshops.
6. Presentation skills.
7. Stress management and time management.
8. Effective motivation of subordinates.
9. Systematic talent management.
10. Effective team management.
11. Innovation management.
12. Socially responsible business.
13. Development of intercultural competence of a manager.

Recommended or required literature:

1. Šajbidorová, Mária; Lušňáková, Zuzana; Hrdá, Veronika; 2024. Organizácia manažérskej práce. 2. preprac. vyd. – Nitra (Slovensko) : Slovenská poľnohospodárska univerzita v Nitre, 2024. – 195 s. – ISBN 978-80-552-2772-6
2. STACHO, Z., STACHOVÁ, K. 2017. Organizácia manažérskej práce. Bratislava : Wolters Kluwer, 2017. 304 s. ISBN 978-80-8168-719-8.
3. HITKA, M., LORINCOVÁ, S. 2016. Organizácia manažérskej práce. Zvolen : Technická univerzita vo Zvolene, 2016. 217 s. ISBN 978-80-228-2856-7.
4. ROBBINS, S., P., JUDGE, T., A. 2014. Essentials of Organizational Behavior (12-th edition), New York : Pearson Education, 2014. 376 s. ISBN 978-0-13-296850-8.

Language of instruction:
Slovak, English

Notes:
Total student workload: 150 hours
Contact hours: 52 hours
Student's independent work: 98 hours, of which:
- continuous solving of tasks: 30 hours
- preparation for partial written work: 20 hours
- preparation of semester work and its presentation: 28 hours
- preparation for the exam: 20 hours

Course evaluation:
Assessed students in total: 16

A	B	C	D	E	FX
81.25	6.25	6.25	6.25	0.0	0.0

Name of lecturer(s): prof. Ing. Iveta Ubrežiová, CSc., PhDr. Jaroslava Bučková, PhD.

Last modification: 17.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME111A/23	**Course title:** Professional Practice 2
Type and range of planned learning activities and teaching methods: **Form of instruction:** Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 12s **Teaching method:** on-site	
Credits: 2	**Working load:** 50 hours
Recommended semester/trimester: 2.	
Level of study: II.	
Prerequisities:	

Requirements for passing the course:

During the semester, the student can get a maximum of 70 points for processing and presenting the seminar paper. The aim of this seminar work is to improve the proposals beneficial for practice and their argumentation, which will then help in the processing of the thesis. He can get a maximum of 30 points from the written exam during the trial period. The maximum number of points that can be obtained from the exam is 100. The minimum number of points obtained for a satisfactory evaluation of the student's knowledge is 60. The evaluation of the exam result is in terms of knowledge assessment in the credit system (Study Regulations of the Catholic University, No.10/2015, Article 8, point 3). If the student does not meet the minimum conditions for a satisfactory assessment of knowledge, he / she is enrolled on a corrective date set in the examination period of the semester.

Course evaluation:

A – 100%-93%
B – 92%-85%
C – 84%-77%
D – 76%-69%
E – 68%-60%
Fx – 59%- 0%

Learning outcomes of the course:

Course goal:

The aim of the course is the practical application of theoretical knowledge of economics and management in a selected company using a system approach and new trends in business development.

Learning outcomes of the course:

After completing the course the student will gain the following knowledge, skills and competencies:

- the student will use the theoretical knowledge gained during the study in solving a practical topic in the field of SME management
- is able to formulate and identify an objective problem and on the basis of it is able to determine the goal of the solution and ways to achieve it
- assess the state of the problem at home and abroad, formulate its own opinion on the researched problem,

- applies systemic and logical thinking in the design of the problem solving structure,
- evaluates the results of research and analysis of the collected data applied in the solution of the problem,
- developes draft recommendations or new solutions for the object and the subject of research

Course contents:

1. Company in the market economy:
Repetition of acquired knowledge from business economics - types of companies and business environment.
2. Vision, mission and strategy:
Repetition of acquired knowledge from strategic management. Practical applications.
3. New forms of measuring company performance:
Traditional and modern approaches to business performance evaluation - financial analysis ex post and ex ante, system approach, BSC, benchmarking, PAF model of quality costs, environmental costs.
4. Balanced Scorecard - Strategic performance measurement system:
History of BSC, the importance of BSC for business performance evaluation.
5. BSC perspectives:
Financial perspective, examples of possible indicators and competencies.
Customer perspective, examples of possible indicators and competencies.
Perspective of internal processes, examples of possible indicators and competencies.
Learning and growth perspective, examples of possible indicators and competences.
Perspective of social responsibility (new perspective), examples of possible indicators and competences.
6. Control of compliance with the set KPIs within the BSC:
Examples of possible ways to control compliance with KPIs within the BSC.
7. Creative methods in management and innovation management:
The importance of creativity for the individual, business and economy. Creativity and innovation. Types of innovations. Systematic-analytical and intuitive methods of creativity development.
8. Case studies:
Examples of successful business practice and innovation. Start-ups, their financing and support.

Recommended or required literature:

1. ALI TAHA, V., TEJ, J. 2015. Tvorivé metódy v manažmente. 1. vyd. Prešov: Fakulta manažmentu, 2015. 109 s. ISBN 978-80-8165-130-4.
2. DIAČIKOVÁ, A., ĽACH, M. 2019. Úspech je voľba. Svit: Chemosvit, a. s. 400 s. ISBN 978-80-971931-1-9.
3. KAPLAN R.#S., NORTON, D.#P. 2015. Balanced Scorecard Success: The Kaplan#Norton Collection (4 Books). Harvard Business Review Press.
4. KASSAY, Š. 2020. Bližšie k životu. Bratislava: VEDA, 2020. 223 s. ISBN 978-80-224-1806-5.
5. MAJDÚCHOVÁ, H. et al. 2018. Podnikové hospodárstvo. Bratislava: Wolters Kluwer, 2018. 302 s. ISBN 978-80-8168-804-1.
6. MADZÍK, P. 2017. Nástroje systematického riešenia problémov. Ružomberok: Verbum, 2017. 163 s. ISBN 978-80-561-0478-1.
7. REFLEXIE: Kompendium teórie a praxe podnikania. Realizácia projektov v priemyselnej praxi. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku, č. 4, ročník IV., 2020. ISSN 2585-7428.
8. VRÁBLIKOVÁ, M. 2018. Metódy merania výkonnosti podniku založené na systematickom riešení problémov In Proceedings form international on-line workshop Enterprise Performance Managment and Investments 2018, Prešov: Bookman, 2018. ISBN 978-80-8165-298-1. pp. 237-250, súčasť VEGA č. 1/0887/17.
9. VRÁBLIKOVÁ, M. 2019. Moderný manažment a príklady jeho využitia v praxi In Dominanta.sk :Controlling a finančno-manažérske teórie v praxi, 2019, No. pp. 37-53 [online] URL: <http://www.dominanta.sk/Rok_2019_3.pdf >.
10. Websites: www.dominanta.sk, www.kosturiak.com, www.mamnapad.cz, www.milanzeleny.com

Language of instruction:
Slovak

Notes:
Total student workload: 50 hours.
Contact hours: 12 hours,
Independent student work 38 hours: continuous weekly solving of tasks 26 hours, preparation for tests 12 hours.

Course evaluation:
Assessed students in total: 21

A	B	C	D	E	FX
61.9	28.57	4.76	0.0	0.0	4.76

Name of lecturer(s): Ing. Mária Vrábliková, PhD.

Last modification: 27.08.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME104A/23	**Course title:** Project Management
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 2.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: Verification of the degree of acquisition of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester teaching of the subject in order to strengthen the student's sense of autonomy, independence and self-esteem. a) mid-term evaluation: elaboration of own project of the student: 0 - 40 points. b) final evaluation: final test: 0 - 60 points. The final grade is given by the sum of points for the interim and final evaluation Course evaluation: A - 100% -93% B - 92% -85% C - 84% -77% D - 76% -69% E - 68% -60% Fx - 59% - 0%	
Learning outcomes of the course: Learning outcomes of the course: The aim of the course is to acquire basic knowledge, skills and competencies that cover the field of project management from project design to its implementation and completion. Learning outcomes: (student) - Knowledge: knows the essentials of projects in terms of content and process; knows the basic attributes of project documentation; knows project management tools focused on content and time planning; knows the link between the goals, outputs and activities of the project. - Skills: can set the objectives of the project, its outputs, activities and timetable; can develop basic project documentation, containing the most important attributes of the project (justification, feasibility, return, risks, etc.). - Competences: is able to assess the quality of the project design taking into account the requirements of stakeholders; can respond flexibly to the needs of society and the business environment in project planning and management; can argue in the promotion of the project.	
Course contents:	

Logical framework of the project - project goals, measurable indicators, outputs, activities, time schedule. Project definition and project management. Project management standards and certification of project managers. Basic attributes of the project - justification of the project, advantages and disadvantages of the project, time dispositions, cost dispositions, return on investment estimation, risk analysis, project configuration (monitoring and control points), description of project products and outputs (output quality), communication plan.

Recommended or required literature:

1. MAJTÁN, M. 2009. Projektový manažment. Bratislava : Sprint 2, 2009. 299 s. ISBN 978-8-089-39305-3
2. DOLEŽAL, J. a kol. 2012. Projektový management podle IPMA. Praha : Grada, 2012, 526 s. ISBN 978-8-024-74275-5
3. PMI. 2013. A Guide to the Project Management Body of Knowledge – PMBOK Guide. Pennsylvania : Project Management Institute, 2013, 589 s. ISBN 978-1-935-58967-9
4. SVOZILOVÁ, A. 2006. Projektový management. Praha : Grada, 2006. 353 s. 8024715015
5. MADZÍK, P. 2017. Nástroje systematického riešenia problémov, Ružomberok : Verbum, 2017, 157 s. ISBN 978-80-561-0478-1.

Language of instruction:
Slovak, English

Notes:
Total student workload: 150 hours.
Contact hours: 16 hours.
Independent student work 134 hours: continuous solving of tasks (during semester) 54 hours, preparation for
tests 80 hours.

Course evaluation:
Assessed students in total: 21

A	B	C	D	E	FX
28.57	38.1	19.05	9.52	0.0	4.76

Name of lecturer(s): Mgr. Karol Čarnogurský, PhD., Ing. Zuzana Gončárová, PhD.

Last modification: 02.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME105A/23	**Course title:** Quality Management
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 1.	
Level of study: II.	
Prerequisities:	

Requirements for passing the course:

Verification of the degree of acquisition of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester teaching of the subject in order to strengthen the student's sense of autonomy, independence and self-esteem.

a) continuous assessment: written test verifying problem-solving skills using quality management tools: 0 - 40 points.

b) final evaluation: written exam: 0 - 60 points.

The final grade is given by the sum of points for the interim and final evaluation

Course evaluation:

A - 100% -93%

B - 92% -85%

C - 84% -77%

D - 76% -69%

E - 68% -60%

Fx - 59% - 0%

Learning outcomes of the course:

Learning outcomes of the course:

The aim of the course is to acquire basic knowledge, skills and competencies related to the main aspects of quality management such as quality concepts, quality tools, process analysis, etc.

Learning outcomes: (student)

After completing the course the student will gain the following knowledge, skills and competencies:

- Knowledge: knows the terminology of quality management, its content and structure; knows the complex context associated with the implementation of standardized and open quality concepts in companies; knows the tools of systematic problem solving; knows the stages of solving quality problems; knows the purpose of quality tools.
- Skills: can identify sources of disagreement and waste; can apply individual quality tools in various stages of problem solving; can apply tools for measuring customer satisfaction (CSI, satisfaction questionnaires); identifies the benefits of the selected quality management system for a particular organization.

- Competences: can increase the efficiency of processes taking place in companies; can compare the competitive performance of such companies; can design innovative solutions to increase quality.

Course contents:
Introduction to quality, Principles of quality management, Standardized and open quality management systems, Economics and quality assessment, Quality management process: Identification of customer requirements, Transformation of requirements into product design, Product and production characteristics planning, Production process, Achieving product characteristics, Product delivery, Perception of product characteristics, Measurement of customer satisfaction.

Recommended or required literature:
1. MADZÍK, P. 2017. Nástroje systematického riešenia problémov, Ružomberok : Verbum, 2017, 157 s. ISBN 978-80-561-0478-1.
2. MADZÍK, P., ČARNOGURSKÝ, K. 2020. Požiadavky zákazníka a proces ich plnenia, Ružomberok : Verbum, 2020, 201 s. ISBN 978-80-561-0778-2.
3. HRNČIAR, M. 2014. Kvalita služieb – trvalá výzva. Žilina: EDIS. 157 s. ISBN 978-80-554-0810-1
4. NENADÁL, J. 2005. Moderní systémy řízení jakosti. Praha : Management Press. 2005. 282 s. ISBN 80-7261-071-6
5. MATEIDES, A. a kol. 2006. Manažérstvo kvality : história, koncepty, metódy. Bratislava : Epos, 2006, 751 s. ISBN 8080576564
6. REFLEXIE Kompendium teórie a praxe podnikania. Projektovanie globálne koncipovaného podniku časť A. Časopis Katedry manažmentu v Poprade PF KU v Ružomberku. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku, č. 2, ročník IV., xx s., 2020. ISSN 2585-7428.
7. REFLEXIE Kompendium teórie a praxe podnikania. Projektovanie globálne koncipovaného podniku časť B. Časopis Katedry manažmentu v Poprade PF KU v Ružomberku. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku, č. 3, ročník IV., xx s., 2020. ISSN 2585-7428.

Language of instruction:
Slovak, English

Notes:
Total workload: 150 hours.
Contact hours: 16 hours.
Independent student work 134 hours: continuous problem solving 32 hours, preparation for the midterm exam 48 hours, preparation for the exam 54 hours.

Course evaluation:
Assessed students in total: 20

A	B	C	D	E	FX
35.0	30.0	35.0	0.0	0.0	0.0

Name of lecturer(s): Ing. Anna Diačiková, PhD.

Last modification: 03.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME100S/25	**Course title:** State Final Exam
Type and range of planned learning activities and teaching methods: **Form of instruction:** **Recommended study range:** **hours weekly:** **hours per semester:** **Teaching method:** on-site	
Credits: 16	**Working load:** 400 hours
Recommended semester/trimester: 3., 4..	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: The state exam can be taken by a student who has fulfilled the obligations set by the accredited study program and the Study Regulations of the University of Ružomberok during the examination of the studies completed in the last year of study. The state exam has the character of a colloquium. The grade will be included in the overall evaluation of the state exam. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: Objective of the course: In a colloquial way, verify that the student is capable and able to manage the company and perform other functions in accordance with the profile of the Economics and Business Management graduate Learning outcomes: After completing the subject, the student will acquire the following knowledge, skills and competences: - Can integrate knowledge from various economic and management disciplines in accordance with the profile of a graduate of the study program 3.3.16 Economics and Business Management at the 2nd level of study (Mgr.). - Has relevant knowledge with the application of business principles on the domestic and international market. - Can assess the appropriateness of using the internal environment of the home country to adapt products from the host country, specify the principles of the multicultural environment of countries on the global market, apply the economic-managerial and marketing principles of the functioning of international enterprises. - Apply the acquired knowledge from individual areas in the creation of the company's strategy, its marketing strategy in relation to quality management and international human resources management.	

- He is able to independently plan, organize, lead and analyze economic and managerial processes in profile economic and managerial areas and specializations.
- Possesses professional competences for effective work in the social-scientific, professional-subject, information-communication technology, academic and managerial context of business management, respectively. organizations and their establishment in the international business environment.

Course contents:
Updated theses for the state final exam are published on the faculty's website no later than the beginning of the summer semester in the given academic year.

Recommended or required literature:
According to the literature of the compulsory subjects of the given study program

Language of instruction:
Slovak

Notes:
Total student workload: 400 hours
Contact hours: -
Student's independent work: 400 hours of which:
- preparation of answers to questions from the state subject: 100 hours
- preparation of the student for the state exam: 300 hours

Course evaluation:
Assessed students in total: 15

A	B	C	D	E	FX
73.33	20.0	6.67	0.0	0.0	0.0

Name of lecturer(s):

Last modification: 22.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME100A/23	**Course title:** Strategic Management
Type and range of planned learning activities and teaching methods: **Form of instruction:** Lecture / Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 8s / 8s **Teaching method:** on-site	
Credits: 6	**Working load:** 150 hours
Recommended semester/trimester: 1.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: a) continuous evaluation: semester work: 30 points (%) b) final evaluation: written test: 70 points (%) Verification of the degree of relevant knowledge, skills and competencies of the student is carried out on the basis of theoretical and practical examinations during the semester course. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: Objective of the course: The aim of the course is to use domestic and foreign knowledge of the theory and practice of strategic management and its trends through appropriate forms and teaching methods to strengthen the student's interest in the course and related subjects to think in context, approach holistic to the strategic management and its application. Learning outcomes of the course: After completing the course the student will gain the following knowledge, skills and competencies: - is able to use the obtained course knowledge to create and implement a strategy - is able to carry out an analysis of the internal and external environment of the company and apply the BSC method - is able to apply the adopted analyzes to the analysis of the economic sector - is able to assess the strategies of competing companies and markets - is able to create variants of the most suitable company strategy - is able to understand the meaning of the strategy and its role in a dynamically changing domestic and global environment - is able to evaluate and communicate proposals for the implementation of the strategy.	
Course contents:	

1. Defining of strategic management, its nature and meaning. Historical development of strategy and strategic management.
2. The process of creating a strategy in the company. Defining the mission, vision and values of the company.
3. Strategic business unit SBU. Examination of the external environment of the company - political, economic, social, technological / technical and environmental impacts. Examples.
4. Analysis of the internal environment of the company and its available resources. Controlling in strategy. Examples.
5. Porter's model of five forces, forecasting development trends.
6. Classification and types of strategies. Offensive and defensive strategic approaches. Porter's generic strategies.
7. Competitive strategies and its tools. Portfolio matrix techniques: product - market matrix, factor priority matrix, effects / resources matrix, GE, BCG.
8. General strategies of diversified companies.
9. Creation of synergy effects in the portfolio of the company and SBU. Examples.
10. Choice of strategy in different phases of the life cycle of the business sectors, company, SBU, resp. product. Examples.
11. Implementation of strategy in the company. Case studies.
12. Management of strategic changes. Case studies.
13. Trends in strategic management. Case studies.

Recommended or required literature:

1. DAVID, R. F., DAVID, R.F. 2016. Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Global Edition. Pearson Education Ltd. 2016, 688 s. 16. vydanie. ISBN 978-1292148496.
2. KAPLAN, ROBERT S., DAVID P. NORTON. 2007. Balanced scorecard : strategický systém měření výkonnosti podniku. Praha : Management Press, 2007. 267 s. ISBN 978-80-7261-177-5.
3. ANTOŠOVÁ, M. 2012. Strategický manažment a rozhodovanie. Bratislava: Wolters Kluwer (Iura Edition). 2012. 330 s. ISBN 978-80-807853-07.
4. PAPULA, J., PAPULOVÁ, Z., PAPULA, J. 2019. Strategický manažment. Bratislava : Wolters Kluwer 2019. 320 s. ISBN 978-80-7598-535-4.
5. REFEXIE Kompendium teórie a praxe podnikania.Podniková stratégia. Časopis Katedry manažmentu v Poprade PF KU v Ružomberku. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku, č. 3, ročník I., 289 s., 2017. ISSN 2585-7428.
6. DIAČIKOVÁ, A., ĽACH, M. 2019. Úspech je voľba. Manažment podnikania a podnikových procesov. Teória a prax. Svit: Chemosvit, a.s. 2019. 400 s. ISBN 978-80-971931-1-9.
7. HITTMÁR, Š., JANKAL, L. 2013. Strategický manažment. Žilina: EDIS, 2013. 148 s. ISBN 978-80-5540-734-0.

Language of instruction:

Slovak, English

Notes:

Total workload: 150 hours.
Contact hours: 16 hours.
Independent student work 134 hours: continuous problem solving 32 hours, preparation of semester work 48 hours, preparation for the exam 54 hours.

Course evaluation:
Assessed students in total: 20

A	B	C	D	E	FX
20.0	55.0	15.0	10.0	0.0	0.0

Name of lecturer(s): Ing. Anna Diačiková, PhD.

Last modification: 03.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME114A/23	**Course title:** Thesis Seminar 1
Type and range of planned learning activities and teaching methods: **Form of instruction:** Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 4s **Teaching method:** on-site	
Credits: 1	**Working load:** 25 hours
Recommended semester/trimester: 3.	
Level of study: II.	
Prerequisities:	
Requirements for passing the course: Final evaluation: the basic condition for passing the course is the student's professional experience in the real conditions of a specific organization. The focus of professional practice is determined by the focus of the student's final thesis. Part of the evaluation is the development of a project for the final thesis and its submission by the set deadline. The number of points obtained for the final evaluation is 100. It corresponds to the classification scale of the evaluation. Credits will be awarded to a student who receives at least 60 out of 100 points for fulfilling the conditions determined by the thesis supervisor. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: Course goal: The aim of the subject is to develop the theoretical part and determine the main goal and sub-goals of the final (diploma) thesis. Learning outcomes: After completing the subject, the student will acquire the following knowledge, skills and competences: - will use the theoretical knowledge acquired during the study when solving the topic of the final thesis, - is able to formulate and identify an objective problem and, based on it, is able to determine the goal of the work and the methods of achieving it, - assesses the state of the problem at home and abroad, formulates his own opinion on the topic under investigation, debates with the authors, - applies systemic and logical thinking when designing the structure of the final thesis.	
Course contents:	

1. The purpose of final theses.
2. Final thesis as a project.
3. Characteristics of the problem. Systematic and unsystematic problem solving.
4. Structured decomposition of the problem. Approaches to setting the goal of work. Indicators for monitoring the fulfillment of the work goal.

Recommended or required literature:

1. DOLEŽAL, J. a kol. 2012. Projektový management podle IPMA. Praha : Grada, 2012, 526 s. ISBN 978-8-024-74275-5.
2. KATUŠĆÁK, D. 2007. Ako písať záverečné a kvalifikačné práce. Nitra : Enigma, 2007. 162 s. ISBN 9788089132454
3. MADZÍK, P. 2017. Nástroje systematického riešenia problémov. Ružomberok: Verbum, 2017. 163 s. ISBN 978-80-561-0478-1.
4. MAJTÁN, M. 2009. Projektový manažment. Bratislava : Sprint 2, 2009. 299 s. ISBN 978-8-089-39305-3.
5. MATEIDES, A. a kol. 2006. Manažérstvo kvality : história, koncepty, metódy. Bratislava : Epos, 2006, 751 s. ISBN 8080576564.
6. PMI. 2013. A Guide to the Project Management Body of Knowledge – PMBOK Guide. Pennsylvania : Project Management Institute, 2013, 589 s. ISBN 978-1-935-58967-9.
7. REFLEXIE: Kompendium teórie a praxe podnikania. Realizácia projektov v priemyselnej praxi. Ružomberok: VERBUM – vydavateľstvo Katolíckej univerzity v Ružomberku, č. 4, ročník IV., 2020. ISSN 2585-7428.
8. Biggam, J. Succeeding with Your Master's Dissertation: A Step-by-Step Handbook. Open University Press, 2021. ISBN 978-0335249817.

Language of instruction:
Slovak

Notes:
Total student workload: 25 hours
Contact hours: 13 hours (lectures 0 h, seminars 13 h)
Independent study: 12 hours
– ongoing work on the theoretical part and defining the main and sub-objectives of the final (master's) thesis: 5 h
– preparation of the thesis project and its submission by the deadline: 4 h
– preparation for the project presentation/defense (drawing on the internship experience): 3 h

Course evaluation:
Assessed students in total: 16

A	B	C	D	E	FX
93.75	0.0	0.0	0.0	0.0	6.25

Name of lecturer(s): Mgr. Štefan Tkačik, PhDr. Jaroslava Bučková, PhD.

Last modification: 03.09.2025

Supervisor(s):
Person responsible for the delivery, development and quality of the study programme:
prof. Ing. Iveta Ubrežiová, CSc.

COURSE INFORMATION SHEET

University: Catholic University in Ružomberok	
Faculty: Faculty of Education	
Course code: KMN/Mn-ME115A/23	**Course title:** Thesis Seminar 2
Type and range of planned learning activities and teaching methods: **Form of instruction:** Seminar **Recommended study range:** **hours weekly:** **hours per semester:** 4s **Teaching method:** on-site	
Credits: 2	**Working load:** 50 hours
Recommended semester/trimester: 4.	
Level of study: II.	
Prerequisities: KMN/Mn-ME114A/23	
Requirements for passing the course: Participation in consultations with the thesis supervisor. Preparation and elaboration of the thesis. Course evaluation: A – 100%-93% B – 92%-85% C – 84%-77% D – 76%-69% E – 68%-60% Fx – 59%- 0%	
Learning outcomes of the course: Course goal: Master the basic methodological and methodical procedures for creating a diploma thesis. Learning outcomes: After completing the subject, the student will acquire the following knowledge, skills and competences: - the student will be able to formulate and compile complete chapters of the diploma thesis, - can put together a project for the implementation of the empirical part of the work, choose suitable research methods for obtaining and processing and evaluating the investigated phenomena, implement the empirical part, - is able to creatively apply theoretical knowledge when creating and writing a diploma thesis.	
Course contents: 1. Preparation for the practical part of writing the thesis. 2. Preparation and processing of research results, their analysis and interpretation. 3. Preparation of documentation (list of bibliographic references, illustrations, tables, appendices). 4. Creation of introduction, conclusion, recommendations for practice. 5. Final formal and linguistic editing of the thesis. 6. Principles of preparation for thesis defense.	

Recommended or required literature:

1. GAVORA, P. 2008. Úvod do pedagogického výskumu. 4.vyd. Bratislava : Univerzita Komenského, 2008. 236 s. ISBN 978-80-223-2391-8.
2. GAVORA, P. a kol. 2010. Elektronická učebnica pedagogického výskumu [online]. Bratislava, Univerzita Komenského 2010. Dostupné na: http://www.e-metodologia.fedu.uniba.sk/
3. MEŠKO, D. – KATUŠČÁK, D. – FINDRA, J. a kol. 2005. Akademická príručka. Martin : Osveta 2005. 496 s. ISBN 80-8063-200-6.
4. SILVERMAN, D. 2005. Ako robiť kvalitatívny výskum. Bratislava : Ikar – Pegas, 2005. 327 s. ISBN 80-5510-904-4.
5. STAROŇOVÁ, K. 2011. Vedecké písanie. Ako písať akademické a vedecké texty. Martin : Osveta, 2011. 248 s. ISBN 978-80-806-3359-2.
6. Smernica dekana Pedagogickej fakulty KU č. 6/2020 o ukončení štúdia na PF KU v Ružomberku.

Language of instruction:

Slovak

Notes:

The student consults and communicates with the trainer individually and by mutual agreement.

Course evaluation:

Assessed students in total: 16

A	B	C	D	E	FX
81.25	12.5	0.0	0.0	0.0	6.25

Name of lecturer(s):

Last modification: 01.03.2023

Supervisor(s):

Person responsible for the delivery, development and quality of the study programme:

prof. Ing. Iveta Ubrežiová, CSc.