

# SLOVAK UNIVERSITY OF AGRICULTURE IN NITRA



## International MBA in Agribusiness and Commerce



## STUDENT'S HANDBOOK



- An MBA with an international perspective, designed for those who wish to develop their career in an agribusiness environment.
- Taught in English on Fridays and Saturdays on a part-time basis, by home and international teams of teachers.



## **INTERNATIONAL AGRIBUSINESS MBA**

### **Part-time Executive Programme**

## **1 Introduction**

The part-time MBA course in Agribusiness and Commerce is offered by the Slovak University in Agriculture in Nitra with the support of The International Network for the MBA in Agribusiness (AGRIMBA).

The course was accredited by the International AGRIMBA board in the year 2011 after the first graduates completed the course and were awarded the MBA title. Since then 75 graduates were given their MBA diploma. The course was given national accreditation by the Ministry of Education in accordance with the law on Lifelong Education No 568/2009.

This International Committee is supported by a group of international business managers, formed to advise and direct the development of the MBA and approve the content of modules. This group will meet with the MBA Board on a regular basis and can be expected to contribute guest speakers, case material and real-life examples of international business issues.

The MBA title is awarded after the successful completion of six modules and the acceptance of a thesis defence by the MBA Board.

## **2 Rationale**

Agri-business is a large and diverse industry which is growing in Slovakia as the economy expands. It is an industry that brings together within the food chain, the supply of inputs to agriculture, agricultural production, the processing of outputs - of food and industrial products, its distribution, marketing and retailing. The current program of MBA in Agribusiness and Commerce supports everyone involved in this industry to develop their careers and their businesses.

It is specifically designed to give an international focus to the understanding of agri-business and commerce. The course is taught in English language giving it international perspective. Participants of the program are expected to develop their English language skills to a level that allows them to read business reports written in English and contribute at a professional level to discussions conducted in the English language.

### **3 Aims and Objectives**

An MBA program with the international perspective is designed for the postgraduates who have finished Master's or Bachelor's degrees and wish to develop their career in agri-business environment after having had some practical experience here (it is recommended at least three years of work in agribusiness industry).

The course aims to enhance the students career in international agribusiness and commerce by giving a clear understanding of the principles and practice of management as it has developed in Europe, and other countries all over the world. Students, on completion of the course, will be ready to make a greater contribution to the management of their existing organisation and be capable of developing a successful and satisfying career elsewhere. The course aims to give students:

- (i) an understanding of economic principles and their effect on business
- (ii) the ability to use effectively business management techniques in an international environment.
- (iii) the opportunity to generate and communicate ideas
- (iv) to access and use business information efficiently and accurately
- (v) experience in marketing and the development of marketing plans to suit a range of market situations
- (vi) a knowledge of accounting principles
- (vii) confidence in the preparation and use of business accounts
- (viii) an appreciation of international finance and financial management strategies
- (ix) understanding of international agribusiness and its importance to Slovakia
- (x) the opportunity to prepare, as part of their final management project, a thorough analysis of a business situation
- (xi) ability and confidence to get more from themselves and from others
- (xi) leadership skills

### **4 Learning Methods**

The award of an International Agribusiness MBA depends on successful completion of six core modules (4 compulsory and 2 electives) and the acceptance of a final project by the MBA Board. This project allows participants to apply the skills developed in each of the modules to a real business situation of their choice.

Two modules are presented every semester to allow all modules to be completed within three semesters. The satisfactory completion of the management project in the fourth semester is a necessary precondition to be awarded by the MBA title after two years of study. A slower pace of study is possible with individual students accumulating modules over a period of up to five years. Each module will be taught every year to allow the students to progress at their own speed.

**Each core module contains 4 - 5 component courses. These courses require 8 hours of contact tuition and 25 hours of self study - a total study period of 33 hours per a course, or 165 hours per a module. Tuition, conducted over Fridays and Saturdays and intensive study week during each academic year, is presented in English language, by home and international teachers. These teachers bring wide experience of International Agribusiness. Modules will be taught with the aid of prepared teaching materials provided on the Web Page (Moodle System) of the program or in class during the course as well as with the aid of a textbook involving all the subjects taught within the study. The textbook was prepared by home teachers and represents the basics of the study.**

Material are presented in a wide variety of forms to encourage participants' active involvement in the learning process. They receive a complete course manual for each course. These manuals will direct them through the course, guide their private study and highlight key issues. Extensive use will be made of case studies from the Slovak Republic, the European Union and elsewhere. An important part of each intensive study week will be the full analysis of a real-life case studies by students and their colleagues working as a part of a team. Team work is emphasised all through the MBA to allow them to learn from each other.

The course itself provides management experience. Multiple objectives have to be achieved and deadlines met under a variable workload using individual and team work skills. Direction can be asked for but cannot always be given. Expectations are high and criticism frank but constructive. The objective is to develop initiative, thought, originality, independence, determination and ability. These qualities cannot be taught but may be developed with the experience gained in this course. They are vital for successful management.

Guest lecturers, e.g. representatives from the business community, policy makers or well known researchers, are invited to the courses in order to enrich the program of teaching.

An international study tour with a program of visits to different businesses for meetings and discussions with management staff is an integral part of teaching .

Tutorials as well as self-studies are supported by distance learning methods, based on Moodle System.

As a part of MBA study the supportive course on ***Business English*** is offered during the first semester requiring additional 10 hours of tuition.

## **BUSINESS ENGLISH**

**Lecturers: PaedDr. Irena Felixová; Mgr. Andrea Holúbeková, PhD.**

### **AIM**

To master speaking, listening, writing and reading skills in Business English; principles of delivering a presentation.

### **OBJECTIVES**

To expand the range of business vocabulary and understand the usage of business register and style.

To produce presentations and projects

To master grammatical structures which have a pragmatic value in business communication.

### **COURSE FORMAT**

The teaching comprises 10 hours in accordance with the teaching programme.

### **COURSE CONTENT**

Principles and techniques of English for specific purposes

Principles and techniques of writing a presentation

Preparing a presentation

Delivering a presentation

### **PRACTICAL CLASSES**

Writing and delivering the presentations

### **METHOD OF ASSESSMENT**

Defence of a small presentations on specific topics

### **RECOMMENDED READING**

Professional magazines, internet sources in English

## **International MBA Study Week**

There has been a tradition that within AGRIMBA network an international study week is organised every year for the MBA students from different countries (usually the participants from the Czech Republic, Poland, the Ukraine, Hungary, Russia and Slovakia).

The key instructor has been **prof. Bruce Ahrendsen from the University of Arkansas, USA.**

**It is based on case study approach:** tour facilities and meeting with company management in one or two successful agri-food businesses or ecological farm/agro-tourism industry. Thereafter the students make a SWOT analysis of the company and give their suggestions for improvement. They work in mingled international teams presenting their results on the last day of the study week being evaluated by the instructor.

Executive program of the international MBA study week provides participants with applied knowledge, natural and cultural sightseeing of the country where study week is organized – every year in another country, friendly formal and informal atmosphere, new professional contacts.

## **Excursions**

Excursions may be organised within the MBA program to some agri-food institutions and partner universities abroad (Hungary, the Czech Republic, Poland) enriched by the lectures of foreign teachers. The aim of such educational excursion is getting to know how the theory works in practice, exchange of experience, opinions.

## **5 Resources**

Slovak Agricultural University (SAU) and the International Board are well equipped to provide this course. Students will have access to not only all the resources of SAU – Slovak Agricultural Library - but also the resources of the supporting international universities and colleges from which the international board members come from. These resources include fully equipped computer laboratories, management libraries and modern teaching facilities. Communication by "e-mail" through the Internet keeps the whole team in constant contact.

## **6 Course Management Team**

The programme is managed by the individual module tutors under the supervision of the MBA program director and the board who operate with the support of the International Committee and the industrial advisory group. The course coordinator is responsible for the administration of the MBA, its effective delivery and for the maintenance of academic standards. They will appoint all external examiners and be particularly attentive to the comments of these examiners and to those of the industrial advisory group. The industrial advisory group will review the content of courses and assess their relevance to future managers operating in an international environment.

The MBA Coordinator reports annually to the International Committee and to the advisory group.

## **7 Student and Staff Responsibilities**

The MBA programme is designed to allow all students and teaching staff to participate in a combined learning experience. All those involved are expected to make a full contribution to the course and will have a responsibility to participate fully in team activities, seminars, and other group events, giving support where needed, criticism when asked. The International Board will expect all to actively promote the image of the programme. Care will always be required when handling the confidential information that students can increasingly expect to be offered as part of the course to support learning objectives.

It is important to appreciate that the programme is based, as far as possible, on business, philosophies with business methods of working. As such, it is likely to deviate from students' previous experience and their expectations of a university course. As well as different responsibilities there are different freedoms. Students are free to work as they see best as long as this does not prejudice the work of others and so long as they reach the standards set. Indeed, developing and negotiating effective systems of working will be as much a part of the learning experience as the subject matter itself. Direction and instruction will not always be a feature of the programme. It is important to appreciate this and see it as a challenge.

## 8 Assessment and Attendance

### **MBA Standard**

The MBA in Agribusiness and Commerce is presented at an executive level on a part-time basis in order to allow students to pursue simultaneously their own business careers. The length of the program is 2 years. The study is programmed for 4 semesters, based upon the university academic calendar.

It is estimated that the total input of study time by each student is 800 hours, out of which 400 the minimum number of contact hours or distance is learning equivalent. The remaining amount of time is devoted to self studies and preparing the MBA final project.

Courses are assessed by the combination of written assignments for each course and oral presentations in the form of panel discussions where all the modules contents are referred to as specified in the module teaching programs, continuous work is assessed and also examination from each subject, some in the form of an essay on a specific topic dealt with in particular course.

Courses are usually conducted as part lecture, part graduate seminar-style discussion. Regular classes' attendance is expected and required. A portion of the final grade is based on the attendance and participation in the discussions. The final evaluation of each course is comprised of continuous evaluation, evaluation of written assignment, the final oral presentation, and exams.

Students failing courses will normally be required to retake the complete course, when it is offered next time. However, a student who fails a final course examination, but who has completed all the coursework for that course, may be allowed to carry their coursework marks and can retake the final test twice - in accordance with the university rules - at the next sittings of that examination.

If all requirements are successfully fulfilled and the thesis is defended, then an international degree of "MBA" is conferred on a student.

### ***Attendance***

Attendance at the study sessions is a crucial component of the programme. Students are strongly advised to attend but allowance has been made to acknowledge prior learning and occasional work commitments with the **minimum acceptable attendance of 75%**.

### **Assessment**

Courses are assessed by a combination of written assignments, oral defence of the projects as specified in the teaching program, continuous assessment and the results of final examination from each subject. The award of the MBA degree will require a minimum of 64% in each course. In addition, candidates will be required to obtain a minimum of 64% from the assessment of the MBA thesis.

#### **Basic forms of assessment:**

- continuous assessment of the engagement of the individual student and their attendance in class (accredited);
- evaluation of written assignments/projects for each of the core courses;
- oral presentation and discussion on course projects and questions related to the modules taught within the course;
- final written test based on the issues within each module.

### **Examinations and ECTS Grading system of Evaluation**

The students can be given two more opportunities to resit each examination.

The oral exam for each course consists of abovementioned defence of the project and a set of questions related to each module taught within the course. Some modules may be exempted from examination, depending on the nature of the subject.

The length of the exam is estimated at between 1 and 2 hours per course.

**The following marking schedule compatible with the classification scale of ECTS (see Table 1) used at SAU applies to the assignments, exams and a grade is written into the student's Exam record booklet (Index) by the course tutors as follows:**

**A (1), B (1.5), C (2), D (2.5), E (3):**

**Table 1 ECTS grading system**

<b>93-100 %</b>	<b>A (1) excellent</b>	Excellent work showing significant signs of originality and an in-depth understanding of the topics covered. Extensive use of relevant literature sources and work experience where appropriate.
<b>86-92%</b>	<b>B (1,5) very good</b>	Highly competent work demonstrating clear understanding of the issues. Good signs of presenting information in a new light or drawing strands together in a new framework. Good use of relevant literature sources and work experience. Well presented.
<b>79-85%</b>	<b>C (2) good</b>	Competent work, providing good coverage of the topics concerned. Some signs of originality showing clear evidence of understanding. Relevant literature sources and work experience used in a standard routine way. Good presentation.
<b>72-78%</b>	<b>D (2,5) satisfactory</b>	Work, providing satisfactory coverage of the topics concerned. Perhaps lacking flair or originality but showing clear evidence of understanding. Relevant literature sources and work experience used in a fairly standard routine way. Satisfactory presentation.
<b>64-71%</b>	<b>E (3) sufficient</b>	Struggling to meet minimum standards required for MBA level work. Perhaps contains flaws in logic or methodology or both.



		Suggests lack of understanding of some of the key issues. Limited use of relevant literature sources and work experience.
<b>Less than 63%</b>	<b>FX</b>	Fails to meet the required standard.

***Students failing to complete a course***

- a) Students who fail an examination may be permitted to retake it twice. Resits will be conducted upon teachers and students’ agreement during the examination session until the end of August.
- b) If a student did not succeed in both resits of the course he/she will be able to repeat the course exam the following year.

***Standards for the MBA dissertation***

The Presentation and successful defence of an MBA final project is a condition for awarding students who have otherwise completed the learning program with the MBA diploma. The pre-condition for undertaking a final project is completing all the courses within the teaching program with an overall score at the level of 64% at minimum.

It is expected that the dissertation should meet the following criteria on content and characteristics:

- 1) Clear explanation of the problem with a justification for undertaking the topic for the study.
- 2) Emphasis on the practical aspects of applying knowledge and skills gained from the program. Solutions or analyses related to real problems that business faces are highly appreciated. Students will be encouraged to base their research in their own institutions (firms) if possible or applicable. More research oriented MBA final project is equally acceptable.
- a) Apart from the real problem solving aspects, a literature based theoretical component is an integral part of each final project.
- 3) The final project should also contain:
  - Presentation of objectives and description of methodologies applied and/or hypotheses in more research oriented thesis;
  - Results of research/analysis;
  - Conclusions;
  - References.

The final project is evaluated by two reviewers –one external and one internal in accordance with the Quality Assurance Standard for the network of MBA programs in Agribusiness and Commerce.

***Dissertation defence***

The defence is undertaken before a Commission consisting of:

- Representatives of the SlovakUniversity of Agriculture
- Representatives of the Faculty of Economics and Management
- Representatives of the MBA Program management
- Representatives of AGRIMBA Network
- Representatives of experts from practice, members of MBA board.

Final mark for the defence is calculated as the average of three elements:

- dissertation assessment (average of the marks given by the reviewers and the supervisor);
- quality of presentation (as agreed by the Commission);
- answers provided to the questions raised and the quality of the contribution and leadership of the discussion (as agreed by the Commission).

## **FRAUD**

Any attempt to gain an MBA qualification by fraudulent means such as plagiarism, or collusion will be dealt with severely. If the module tutor has reasonable grounds to suspect substantial plagiarism or other cheating in an assessment then a mark of 0% will be awarded for that assessment and the course tutor will issue a written warning. Two written warnings will at the discretion of the Course Committee result in dismissal from the course.

## **COURSE EVALUATION**

**After the completion of the courses, included in the MBA program, students use an evaluation chart to give their reviews to each course.**

The evaluation consists of such aspects as:

- teaching quality (quality of the presentations, professor's preparation and engagement);
- prepared materials (quality of manuals, course organization etc.);
- usefulness of each module for the professional development.

## **MODULE STRUCTURE**

The MBA Program consists of 6 core modules, four of them are compulsory and two are elective.

**Compulsory modules** are: General Economics and Business Law, Marketing and Trade, Management in Agribusiness, Accounting and Finance.

**Elective modules** are: Business Informatics for Agribusiness and Sustainable Agriculture and Rural Development. Each module, broken down into courses, is programmed to lie within a complete semester. Two courses are programmed each semester to allow completion of the whole course within two years.

In the fourth semester diploma seminars are organized in order to guide the students in preparation of their MBA final projects. Beside that individual consultations with the supervisors of final projects are held.

A complete program is presented in the enclosed table. A detailed timetable is prepared and communicated to students at least 2 weeks before each semester.

## 9 MBA - Office Facilities

<b>MBA Chairman</b>	<b>Dr.h.c.prof.Ing. Peter Bielik, PhD.</b>
<b>Course Administrator</b>	<b>Mgr. Ing. Ondrej Beňuš, PhD.</b>
<b>Telephone</b>	+42137 6414550
<b>e-mail:</b>	ondrej.benus@uniag.sk

The MBA office is located within the

**University of Agriculture in Nitra**  
**Tr. A. Hlinku 2**  
**94976 Nitra**  
**Slovakia**

Please, address all your enquiries directly to this office.

## 10 Staff

***MBA Chairman***

*Dr.h.c. prof. Ing. Peter Bielik, PhD.*

***Vice-chairwomen***

*prof. Dr. Ing. Elena Horská*

*doc. Ing. Natália Turčeková, PhD.*

***Financial manager***

*doc. Ing. Izabela Adamičková, PhD.*

***Head of Lifelong Learning and Public Relation Manager***

*doc. Mgr. Ing. Danka Moravčíková, PhD.*

***MBA Administration***

*Mgr. Ing. Ondrej Beňuš, PhD.*

*Mária Ocelková*

## *CORE MODULE TEACHERS*

- **General Economics and Business Law (Course Coordinators: doc. Ing. Natália Turčeková, PhD., prof. JUDr. Anna Bandlerová, PhD.)**

doc. Ing. Natália Turčeková, PhD.  
prof. JUDr. Anna Bandlerová, PhD.  
Ing. Zuzana Lajdová, PhD.  
doc. Ing. Daniela Hupková, PhD.  
prof. Wim Heijman (Wageningen University, Netherlands)

- **Marketing and Trade (Course Coordinators: prof. Dr. Ing. Elena Horská, prof. Ing. Ľudmila Nagyová, PhD.)**

prof. Dr. Ing. Elena Horská  
prof. Ing. Ľudmila Nagyová, PhD.  
Ing. Zdenka Kádeková  
Ing. Patrik Rovný, PhD.  
Ing. Jakub Berčík, PhD.  
Ing. Ingrid Košičiarová, PhD.  
Ing. Johana Paluchová, PhD.  
prof. Marija Cerjak (University of Zagreb)

- **Management in Agribusiness (Course Coordinator: prof. h.c. doc. Ing. Mária Kadlečíková, CSc.)**

prof. h.c. doc. Ing. Mária Kadlečíková, CSc.  
prof. Ing. Iveta Ubrežiová, PhD.  
doc. Ing. Zuzana Kapsdorferová, PhD.  
Ing. Veronika Hrda, PhD.  
Ing. Tereza Balcarová, PhD. (Prague University of Life Sciences, Czech Republic)  
Assoc. Prof. Tatiana Litvinenko, PhD (Belgorod, Russian Federation)

- **Accounting and Finance (Course Coordinators: Ing. Marián Tóth, PhD., Ing. Renáta Krajčírová, PhD.)**

Ing. Marián Tóth, PhD.  
Ing. Renáta Krajčírová, PhD.  
Ing. Zuzana Čierna, PhD.

- **Business Informatics for Agribusiness (Course Coordinator: Ing. Martina Hanová, PhD.)**

Ing. Martina Hanová, PhD.  
Ing. Renáta Benda Prokejšová, PhD.  
Mgr. Beáta Bellérová, PhD.  
Ing. Marcela Hallová, PhD.  
Ing. Zdenka Kádeková, PhD.  
PaedDr. Peter Polakovič, PhD.

- **Sustainable Agriculture and Rural Development (Course Coordinator: doc. Mgr. Ing. Danka Moravčíková, PhD.)**

doc. Mgr. Ing. Danka Moravčíková, PhD.

prof. Ing. Pavol Schwarcz, PhD.

Doc.dr.sc. Josip Juračak (Faculty of Agriculture, University of Zagreb, Croatia)

## 11 Contents of Core Modules

### **GENERAL ECONOMICS & BUSINESS LAW**

The module aim is to enhance the students' career in international agribusiness and commerce by giving a clear understanding of the principles and practice in Economics and Law. Students, on completion of the course, will be ready to make a greater contribution to the Economy and Business Law of their existing organizations and be capable to develop a successful career elsewhere.

The course objectives are as follows: to give the students understanding of economic principles and their effect on business, to teach students what has economics got to do with business and why do students heading for a business career need to study economics, to teach students to be oriented in economic categories that explain firms decisions making, to teach the students how to use the economic tools and concepts in the analysis and evaluation of public policies affecting agriculture, food industry, natural resources and the environment, to teach students to understand the background of Business Enterprises (establishment, formation, dissolution and disappearance of company) and to understand the general law principles (ex. Business treaties –from types, requisites, establishment to withdrawal of treaties). Students will have acquired the skills which are necessary for understanding the Economics and the Business law as a whole.

#### **Courses:**

- **Introduction to economic policy:** prof. Wim Heijman
- **Business economics in practice :** doc. Ing. Natália Turčeková, PhD.
- **Linkages in agri-food supply chain:** Ing. Zuzana Lajdová, PhD.
- **Agricultural production economics:** doc. Ing. Daniela Hupková, PhD.
- **Business law in practice:** prof. JUDr. Anna Bandlerová, PhD.

## MARKETING AND TRADE

The module is designed to teach the principles of marketing and trade, to investigate and analyze market and trade opportunities, identify the potential and realistic goals and develop appropriate marketing strategies to reach such goals. Contents of the module reflects the importance of marketing in the process of market penetration, reaching competitive market position and finally, transferring consumer needs and wants into effective opportunities and profitable reactions at the home and international markets as well. As a part of the module the students will have a chance to come to contact with some innovative and untraditional marketing approaches as consumer neuroscience, sensory and aroma marketing are.

### **Courses:**

- **Marketing in business practice:** prof. Ing. Ľudmila Nagyová, Ing. Zdenka Kádeková, PhD.
- **Market research and innovative research techniques:** prof. Ing. Ľudmila Nagyová, PhD., Ing. Jakub Berčík, PhD.
- **Marketing and consumer behavior at developed and emerging markets:** prof. Dr. Ing. Elena Horská, prof. Marija Cerjak, University of Zagreb
- **Agrarian markets, trade and trade techniques:** Ing. Patrik Rovný, PhD.
- **Modern approaches to marketing communication, retailing and services:** Prof. Ing. Ľudmila Nagyová, Ing. Ingrid Košičiarová, Phd., Ing. Johana Paluchová, PhD.

## MANAGEMENT IN AGRIBUSINESS

The module Management in Agribusiness is aimed to improve the capabilities of leaders and managers of agro-food enterprises and producers associations, as well as those of government policy makers, NGOs and the private sector who provide technical assistance and agricultural extension. This module is addressed to the managers of agro-enterprises, to the businessmen dealing with management of the agricultural and food processing companies, as well as to the leaders of producers' associations, chambers etc., who are posing with experience in production and marketing of agricultural products. The module includes five courses such as Management in agro-business Strategic management in agro-business; Human Resource Management in Agro-business; Food Quality assurance and certification and the International management in agro-business. This module can be a help to strengthen producers, leaders and technician's capabilities in order to better respond to globalization and cope with the threats of increased competition, but also in order to respond to market and international trade opportunities. In particular, the module will deal with agro-food systems and chain organization's principles, planning for agro-food companies, as well as with human resource management in agro-business. The highlighted will be the drivers of the development trends in agriculture, the principal challenges, as well as the issues related to the international trade and to the food security.

### **Courses:**

- **Management in agribusiness:** prof.h.c. doc. Ing. Mária Kadlečíková, CSc; Ing. Veronika Hrda, PhD.
- **Strategic management in agribusiness:** Ing. Tereza Balcarová, PhD.
- **Human resource management in agribusiness:** prof.h.c.doc. Ing. Mária Kadlečíková, CSc, Ing. Veronika Hrda, PhD., Assoc. Prof. Tatiana Litvinenko, PhD

- **Food quality assurance and certification:** Doc. Ing. Zuzana Kapsdorferová, PhD.
- **International management in agribusiness:** prof. Ing. Iveta Ubrežiová, PhD.

## ACCOUNTING AND FINANCE

This module provides students with knowledge on international accounting including financial statements and audit requirements. The second part focuses on introduction to finance, corporate finance and financial management.

### **Courses:**

- **Theoretical basis of financial accounting:** Ing. Renáta Krajčírová, PhD.
- **IFRS and financial statements:** Ing. Renáta Krajčírová, PhD.
- **Theory of finance and corporate finance:** Ing. Marián Tóth, PhD.
- **Financial management and financial analysis:** Ing. Zuzana Čierna, PhD.

## BUSINESS INFORMATICS FOR AGRIBUSINESS

The Business Informatics module offers a balanced combination of the business and technology skills required by managers and team leaders in the modern world of computer-based business and administration in agribusiness. The goal of the module is to fully integrate computer science and business administration into one field. Someone who is properly trained in business informatics can act as a bridge to connect management with the information side of a company. The module in Business Informatics for Agribusiness aims to teach students the analytical skills required to solve problems in business and economics based on the agribusiness case studies. The module qualifies students in the main areas of Information Recourses, Computer Data Processing, Business Modeling and Social Networks.

### **Courses:**

- **Information recourses:** Mgr. Beáta Bellérová, PhD.
- **Computer data processing:** PaedDr. Peter Polakovič, PhD., Ing. Marcela Hallová, PhD.
- **Business modeling:** Ing. Martina Hanová, PhD., Ing. Renáta Benda Prokeínová, PhD.
- **Social networks:** Ing. Zdenka Kádeková, PhD.

## SUSTAINABLE AGRICULTURE AND RURAL DEVELOPMENT

Sustainable rural and agricultural development is increasingly related to the capacities of global, national, regional and local economies to change and to innovate. It is an interactive process involving multiple stakeholders and different source of knowledge and information. Agriculture and farming is a large and diverse economic sector playing a special role particularly in all types of rural economies. Besides understanding its economic role, it has also more functions in contemporary societies including specific social function and role in the rural development beyond globalization. For these reasons the module is specifically designed to give a complete focus to understanding of modern agriculture and rural development and to cover all the bases.

### **Courses:**

- **Strategies and models of rural and agricultural sustainability:** doc. Mgr. Ing. Danka Moravčíková, PhD., prof. Ing. Pavol Schwarcz, PhD.
- **Reformed EU Rural Development Policy and Common Agricultural Policy for period 2014-2020:** prof. Ing. Pavol Schwarcz, PhD., Doc. dr. sc. Josip Juračak
- **Entrepreneurship and SMEs in agribusiness and rural areas:** Doc. dr. sc. Josip Juračak
- **Community based economies and farming systems in rural development:** doc. Mgr. Ing. Danka Moravčíková, PhD.

### **MBA PROJECT**

To complete MBA the students will be required to submit and have accepted a report on some aspect of Agribusiness. This report, likely to be of around 15,000 - 20,000 words, will give them the opportunity to apply the knowledge and ideas they will have acquired within core courses, to a topic of their choice. They would be expected to choose a topic relevant to their business or employer. They may, however, use this opportunity to explore a new business opportunity or management concept. All projects will be assigned by a supervisor to guide students through their project.



## 12 Modules Descriptors

### 1 GENERAL ECONOMICS & BUSINESS LAW

Core Module/ Courses	1.0	GENERAL ECONOMICS & LAW	
	1.1	Introduction to Economic Policy	prof. Wim Heijman
	1.2	Business Economics in Practice	doc. Ing. Natália Turčeková, PhD.
	1.3	Agricultural Economics	doc. Ing. Daniela Hupková, PhD.
	1.4	Business Law in Practice	prof. JUDr. Anna Bandlerová, PhD.
	1.5	Agri-Food Supply Chain	Ing. Zuzana Lajdová, PhD

### COURSE DETAILS

<b>UNIT 1.1: Introduction to Economic Policy</b> Coordinator: prof. Wim Heijman	<b>UNIT 1.1: Úvod do hospodárskej politiky</b> Koordinátor: prof. Wim Heijman
<b><u>THEME</u></b> Economic Policy	<b><u>TÉMA</u></b> Hospodárska politika
<b><u>AIM</u></b> To learn the distinction between micro – and macroeconomics To learn about the targets and instruments of economic policy To acquire familiarity with Tinbergen's view on economic policy; To learn to solve simple economic policy models by means of matrix analysis; To learn about the various indicators for macroeconomic activity	<b><u>CIEĽ</u></b> Naučiť sa rozlišovať medzi mikro a makroekonomiou, Oboznámiť sa s cieľmi a nástrojmi hospodárskej politiky, Získať znalosti o hospodárskej politike z pohľadu Tinbergena. Naučiť sa riešiť jednoduchý ekonomický model použitím analýzy matice Naučiť sa o ukazovateľoch hodnotenia makroekon. aktivít.
<b><u>OBJECTIVES</u></b> The course provides insight into interest, exchange and inflation rates, economic growth, unemployment, determinants of economic activity and their impact on economic's market subject.	<b><u>ÚLOHY</u></b> Predmet poskytuje informácie o úrokových mierach, inflácii, výmenných kurzov, ekonomickom raste, nezamestnanosti a o determinantoch ekon. aktivít a ich vplyv na ekonomické subjekty trhu.
<b><u>COURSE FORMAT</u></b> Lectures and case studies	<b><u>FORMÁT KURZU</u></b> Prednášky a prípadové štúdie
<b><u>COURSE CONTENT</u></b> 1. Background 2. Targets of economic policy 3. Instruments of economic policy 4. Tinbergen's view on economic policy 5. The measure of economic activity	<b><u>OBSAH KURZU</u></b> 1. Úvod 2. Ciele hospodárskej politiky 3. Nástroje hospodárskej politiky 4. Hospodárska politika z pohľadu Tinbergena. 5. Hodnotenie ekonomickej aktivity

<b><u>METHOD OF ASSESSMENT</u></b> Case study analysis, exam, continuous assessment	<b><u>FORMA HODNOTENIA</u></b> Analýza príp. štúdie, skúška, priebežné hodnotenie
<b><u>RECOMMENDED READING/ODPORUČENÁ LITERATÚRA</u></b> Romer, Advanced Macroeconomics Krugman, Obstfeld, International Economics Robert Frank, Ben Bernanke, Principles of Economics	
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> To collect, process and analyse macroeconomic data	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Zber, spracovanie a analýza ekonomických údajov
<b>UNIT 1.2: Business Economics in practice</b> <b>Coordinator: doc. Ing. Natália Turčeková, PhD.</b>	<b>UNIT 1.2: Ekonomika podnikov v praxi</b> <b>Koordinátor: doc. Ing. Natália Turčeková, PhD.</b>
<b><u>THEME</u></b> <b>Business Economics in practice</b>	<b><u>TÉMA</u></b> <b>Ekonomika podnikov v praxi</b>
<b><u>AIM</u></b> Business Economics will focus on an overview of basic economic theory applied to modern business decision-making. The course will include coverage Of the major macroeconomic and microeconomic concepts that are important to managers' decisions making. The primary goal of the course is to develop students' working knowledge and understanding of the economics that managers need to be effective in today's business world.	<b><u>CIEĽ</u></b> Ekonomika podniku kladie dôraz na využitie základných ekonomických teórií a ich uplatnenie v rozhodovaní v podniku. Predmet zahŕňa najdôležitejšie makroekonomické a mikroekonomické koncepcie, ktoré sú dôležité pre manažérske rozhodnutia. Primárnym cieľom predmetu je rozvinúť u študentov vedomosti a pochopiť ekonomiku tak, aby ich riadenie bolo efektívne
<b><u>OBJECTIVES</u></b> To teach students what has economics got to do with business and why do students heading for a business career need to study economics.	<b><u>ÚLOHY</u></b> Naučiť študentov, čo má ekonomika robiť v podniku a aké ekonomické vedomosti potrebujú pre riadenie podniku
<b><u>COURSE FORMAT</u></b> Lectures and case studies	<b><u>FORMÁT KURZU</u></b> Prednášky a prípadové štúdie
<b><u>COURSE CONTENT</u></b> 1. Theoretical Approach to Firm Theory 2. Financial Statements - Balance Sheet, Income Statement 3. The Concept of the Production Function 4. The Cost Analysis in the Short Run, Long Run 5. Firm Revenues in different Forms of Competition 6. The Break Even Analysis 7. Operating Leverage, Financial Leverage, Total Leverage 8. Profit maximization in different forms of Competition 9. Determination of Business Capital Structure 10. Methodology of Economic Efficiency 11. Cash Flows of the Firm, Cash Flow Statement	<b><u>OBSAH KURZU</u></b> 1. Teória firmy 2. Výkaz súvaha a výkaz zisku 3. Podstatá produkčnej funkcie 4. Analýza nákladov v krátkom a dlhom období 5. Tržby podniku v rozdielnych formách konkurencie 6. Analýza bodu zvratu 7. Prevádzková, finančná a celková páka 8. Maximalizácia zisku v rozdielnych formách konkurencie 9. Determinanty kapitálovej štruktúry podniku 10. Metodológia ekonomickej efektívnosti 11. Tok peňažných prostriedkov, výkaz toku peňažných prostriedkov
<b><u>METHOD OF ASSESSMENT</u></b> Case study analysis, exam, continuous assessment	<b><u>FORMA HODNOTENIA</u></b> Analýza príp. štúdie, skúška, priebežné hodnotenie
<b><u>RECOMMENDED READING/ODPORUČENÁ LITERATÚRA</u></b>	

<p>BIELIK, P. -- TURČEKOVÁ, N. <i>Podnikové hospodárstvo</i>. 1. vyd. Nitra : Slovenská poľnohospodárska univerzita, 2013. 414 s. ISBN 978-80-552-1028-5 (viaz.).</p> <p>Trefor Jones: <i>The Business Economics and Managerial Decision Making</i>, JohnWiley and SonsLtd, 2004. ISBN 10 0471486744</p>	
<p><b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will have acquired the skills which are necessary for understanding the links between business and economics</p>	<p><b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získavajú požadované vedomosti, ktoré sú potrebné pre pochopenie súvislosti medzi podnikom a ekonomikou</p>
<p><b>UNIT 1.3 Agricultural Economics</b> <b>Coordinator: doc. Ing. Daniela Hupková, PhD.</b></p>	<p><b>UNIT 1.3 Ekonomika poľnohospodárstva</b> <b>Koordinátor: doc. Ing. Daniela Hupková, PhD.</b></p>
<p><b><u>THEME</u></b> <b>Agricultural Economics Production</b></p>	<p><b><u>TÉMA</u></b> <b>Ekonomika poľnohospodárskej produkcie</b></p>
<p><b><u>AIM</u></b> The purpose of this course is to introduce students to the use of economic tools and concepts in the analysis and evaluation of public policies affecting agriculture, food industry, natural resources, and the environment. Attending the course Agricultural Economics Production is to provide students with the applied concepts and tools to identify, define, and analyze economic problems affecting the performance of the agri-food sector and the environment.</p>	<p><b><u>CIEĽ</u></b> Cieľom predmetu je oboznámiť študentov s využívaním ekonomických nástrojov a prístupov pre analýzu a zhodnotenie politík ovplyvňujúcich poľnohospodárstvo, potravinárstvo, prírodné zdroje a životné prostredie. Absolvovanie kurzu Ekonomika poľnohospodárskej produkcie poskytne študentom aplikovaný koncept a nástroje pre identifikáciu, definovanie a analýzu ekonomických problémov ovplyvňujúcich agrosektor a životné prostredie.</p>
<p><b><u>OBJECTIVES</u></b> Students in attendance on Agricultural Economics Production course will acquire knowledge and proficiency in applying Various economic principles and concepts relating to agricultural production, business management, consumer behavior, market price analysis and vertical market chain.</p>	<p><b><u>ÚLOHY</u></b> Študenti počas štúdia predmetu získajú vedomosti a zručnosti pre aplikáciu rôznych ekonomických princípov a pojmov týkajúcich sa poľnohospodárskej výroby, manažmentu, správania spotrebiteľa, analýza trhovej ceny trhovej vertikály.</p>
<p><b><u>COURSE FORMAT</u></b> Lectures and practice exercise</p>	<p><b><u>FORMÁT KURZU</u></b> Prednášky a praktické cvičenia</p>
<p><b><u>COURSE CONTENT</u></b> 1. Theoretical Approach to Agricultural Economics, the Purpose and Role of Agricultural Economics 2. Production Economics, Factors of Production (land, labour, capital), the location of Agricultural Production and Processing 3. Models and Analysis of Perfectly Competitive markets - market demand - market supply - competitive equilibrium 4. Introduction and Overview of Agricultural Trade 5. Price Analysis - the Impacts of Product Quality on Price - Price Variation through Time - Price Variation across World - Changing international trade patterns 6. Models and Analysis of Imperfect Competitive Markets 7. Role of the State in Agricultural Economics -Agriculture in changing Economy</p>	<p><b><u>OBSAH KURZU</u></b> 1. Teoretické prístupy k Ekonomike poľnohospodárstva, jej úloha 2. Produkčná ekonomika, výrobné faktory (práca, pôda, kapitál), umiestnenie poľnohospodárskej výroby a spracovania 3. Modely a analýzy dokonale konkurenčných trhov - trhový dopyt - trhová ponuka - trhová rovnováha 4. Analýza poľnohospodárskych trhov 5. Analýza cien - vplyv kvality produktov na cenu - vývoj zmeny cien - vývoj zmeny cien vo svete 6. Modely a analýzy nedokonale konkurenčných trhov</p>

8. Agricultural Negotiations Backgrounder, the development of Agricultural Policies	7. Úloha štátu v ekonomike poľnohospodárstva - poľnohospodárstvo v meniacom sa hospodárstve 8. Vývoj poľnohospodárskych politík
<b><u>METHOD OF ASSESSMENT</u></b> Course project, exam, continuous assessment	<b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška, priebežné hodnotenie
<b><u>RECOMMENDED READING/ ODPORUČENÁ LITERATÚRA</u></b> Hudson D.: Agricultural Markets and Prices, 2007, Blackwell Publishing, ISBN 1-4051-3667-7 Tracy M.: Food Agriculture in a Market Economy, An Introduction to Theory, Practice and Policy, 1993, ISBN 2-9600047-0-1	
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will have acquired the skills which are necessary for understanding the links between agriculture, agrisector and applied economics.	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získajú vedomosti, ktoré sú potrebné pre pochopenie súvislostí medzi poľnohospodárstvom, agrosektorom a aplikovanou ekonómiou
<b>UNIT 1.4: Business Law in Practice</b> <b>Coordinator: prof. JUDr. Anna Bandlerová, PhD.</b>	<b>UNIT 1.4: Obchodné právo v praxi</b> <b>Koordinátor: prof. JUDr. Anna Bandlerová, PhD.</b>
<b><u>THEME</u></b> <b>Business Law in Practice</b>	<b><u>TÉMA</u></b> <b>Obchodné právo v praxi</b>
<b><u>AIM</u></b> Provide students with theoretical knowledge on the legal regulation of business and commercial obligations. Through the current problems highlight their practical application in specific business relationships.	<b><u>CIEĽ</u></b> Poskytnúť poslucháčom teoretické poznatky o právnej úprave podnikania a obchodných záväzkových vzťahov. Prostredníctvom aktuálnych problémov poukázať na ich praktickú aplikáciu v konkrétnych obchodných vzťahoch.
<b><u>OBJECTIVES</u></b> To understand the requirements of the legislation forms of business, ability to resolve problems related to the establishment, formation and dissolution of businesses and the ability to orientate in the commercial obligations, ability to analyse and identify issues related to negotiating of commercial contracts.	<b><u>ÚLOHY</u></b> Pochopiť požiadavky právnej úpravy foriem podnikania, schopnosť riešiť problémy súvisiace so zakladaním, vznikom a zánikom podnikateľských subjektov a schopnosť orientovať sa v oblasti obchodných záväzkových vzťahov, schopnosť analyzovať a identifikovať problémy súvisiace s dojednávaním obchodných zmlúv.
<b><u>COURSE FORMAT</u></b> Lectures and application of theoretical knowledge on concrete examples	<b><u>FORMÁT KURZU</u></b> Prednášky a aplikácia teoretických poznatkov na konkrétnych príkladoch
<b><u>COURSE CONTENT</u></b> 1. Legal forms of business in Slovakia and the EU 2. Contractual relations-conclusion of commercial contracts, substantial and additional requisites of type commercial contracts, the conditions of validity of the innominate commercial contracts 3. Practical application of the provisions of the Commercial Code in particular trade relations	<b><u>OBSAH KURZU</u></b> 1. Právne formy podnikania v SR a EU 2. Zmluvné vzťahy-uzatváranie obchodných zmlúv, podstatné a vedľajšie náležitosti typových obchodných zmlúv, podmienky platnosti inominálnych obchodných zmlúv

	3. Praktická aplikácia ustanovení obchodného zákonníka v konkrétnych obchodných vzťahoch
<b><u>METHOD OF ASSESSMENT</u></b> Seminar project, ongoing evaluation, examination	<b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, priebežné hodnotenie, skúška
<b><u>RECOMMENDED READING/ ODPORUČENÁ LITERATÚRA</u></b>	
<p>Mojmír Mamojka : Zmluvné umenie v obchodnom práve,2014, Vydavateľstvo: WoltersKluwer , 2014          Klára Hurychová - vyd. VŠEHRD Spolek českých právníků :Postavení podnikatele v závazkověprávních vztazích,2015</p> <p>JANKŮ,M. a kol. 2012. Základy práva pre poslucháčov neprávnických fakúlt. Bratislava: C.H. Beck 2012. 652s. ISBN 978-80-89603-06-0</p> <p>Zákon č. 513/1991 Zb. Obchodný zákonník v znení neskorších predpisov</p> <p>Dorrestejn, T. Monteiro C. Teichman, E. Werlauff, European Corporate Law 2nd ed., 2009, Wolters Kluwer, p. 60-64, p. 80-82.</p> <p>G-J Vossenstein, Modernizing European Company Law and Corporate Governance, 2010, Wolters Kluwer, p. 29-44 (Chapter 2).</p>	
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Ability to apply theoretical knowledge in practice in the area of commercial law relations	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Schopnosť aplikovať teoretické poznatky v praxi v oblasti obchodnoprávných vzťahov
<b>UNIT 1.5: Agri-food supply chain</b> Coordinator: Ing. Zuzana Lajdová, PhD.	<b>UNIT 1.5:Agropotravinársky reťazec</b> Koordinátor: Ing. Zuzana Lajdová, PhD.
<b><u>THEME</u></b> Linkages in agri-food supply chain	<b><u>TÉMA</u></b> Dodávateľsko-odberateľské vzťahy v agropotravinárskom sektore
<b><u>AIM</u></b> The course provides insights into agri-food supply chain, vertical coordination and price issue related to the central subject in the study of agricultural economics and agribusiness. This course is also designed to provide basic understanding of contract types of vertical coordination, price transmission, Law of One price concept and the existence of price asymmetries. The course also outlines the basic concepts of marketing margins.	<b><u>CIEĽ</u></b> Cieľom kurzu je poskytnúť študentom poznatky o problematike agropotravinárskeho reťazca, vertikálnej koordinácie a cenovej politiky v dodávateľsko-odberateľských vzťahoch. Tento kurz je tiež navrhnutý tak, aby študenti získali základné znalosti o jednotlivých typoch obchodných zmlúv v potravinovej vertikále, cenovej transmisii, zákone jednej ceny a cenovej asymetrii. Kurz tiež zahŕňa informácie týkajúce sa rozdelenia obchodných marží v dodávateľsko-odberateľskom reťazci.
<b><u>OBJECTIVES</u></b> The course introduces students to major theoretical and practical concepts explaining vertical coordination in agri-food supply chains.	<b><u>ÚLOHY</u></b> Predstaviť študentom teoretické a praktické aspektydodávateľsko-odberateľského reťazca v rámci potravinovej vertikály.
<b><u>COURSE FORMAT</u></b> Lectures, practical exercises, case studies	<b><u>FORMÁT KURZU</u></b> Prednášky, praktické cvičenia, prípadové štúdie
<b><u>COURSE CONTENT</u></b> - Agri-food supply chain	<b><u>OBSAH KURZU</u></b> - Agropotravinársky reťazec

<ul style="list-style-type: none"> <li>- Vertical coordination</li> <li>- Price transmission</li> <li>- Asymmetry in the context of price transmission</li> <li>- The Law of one price</li> <li>- Marketing margin</li> </ul>	<ul style="list-style-type: none"> <li>- Vertikálna koordinácia</li> <li>- Cenová transmisia</li> <li>- Asymetrická cenová transmisia</li> <li>- Zákon jednej ceny</li> <li>- Obchodná marža</li> </ul>
<b><u>METHOD OF ASSESSMENT</u></b> Course project, exam	<b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška
<b><u>RECOMMENDED READING/ ODPORUČENÁ LITERATÚRA</u></b> FISHER et al.: Agri-FoodChainRelationships, 2010 ONDERSTEIJNet al.: QuantifyingtheAgri-Foodsupplychain, 2006 BURCH and LAWRENCE: Supermarkets and Agri-foodSupplyChains, 2007	
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will acquire skills related to understanding of agri-food supply chain, price transmissionand utilize the knowledge for complex problem solving in related issues.	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získajú teoretické poznatky o dodávateľsko-odberateľskom reťazci v agropotravinárskom sektore a cenovej transmisii, ktoré využijú pri riešení vybraných problémov.

## 2 MARKETING AND TRADE

<b>Core module/ courses</b>	<b>2.0</b>	<b>MARKETING</b>	
	<b>2.1</b>	<b>Marketing in Business Practice</b>	<b>prof. Ing. Ludmila Nagyová, PhD., Ing. Zdenka Kádeková, PhD. Ing. Ingrida Košičiarová, PhD.</b>
	<b>2.2</b>	<b>Market research and innovative research techniques</b>	<b>prof. Ing. Ludmila Nagyová, PhD. Ing. Jakub Berčík, PhD.</b>
	<b>2.3</b>	<b>Marketing and consumer behavior at developed and emerging markets</b>	<b>Prof. Dr. Ing. Elena Horská Prof. MarijaCerjak, University of Zagreb</b>
	<b>2.4</b>	<b>Agrarian markets, trade and trade techniques</b>	<b>Ing. Patrik Rovný, PhD. doc. Ing. Ľuboš Smutka, PhD.</b>
	<b>2.5</b>	<b>Modern approaches to marketing communication, retailing and services</b>	<b>prof. Ing. LudmilaNagyová, PhD. Ing. Ingrida Košičiarová, PhD. Ing. Johana Paluchová, PhD.</b>

### COURSE DETAILS

<b>2.1 Marketing in Business Practice</b> <b>Coordinator/teachers:</b> <b>prof. Ing. Ludmila Nagyová, PhD.</b> <b>Ing. Zdenka Kádeková, PhD.</b> <b>Ing. Ingrida Košičiarová, PhD.</b>	<b>2.1 Marketing v podnikateľskej praxi</b> <b>Koordinátor/učítelia:</b> <b>prof. Ing. Ludmila Nagyová, PhD.</b> <b>Ing. Zdenka Kádeková, PhD.</b> <b>Ing. Ingrida Košičiarová, PhD.</b>
<b><u>THEME</u></b> <b>Marketing and Marketing mix in the Business Practice</b>	<b><u>TÉMA</u></b> <b>Marketing a marketingový mix v podnikateľskej praxi</b>
<b><u>AIM</u></b> The aim of the course is to provide complex information about the marketing, its historical background, marketing mix and its elements, product	<b><u>CIEĽ</u></b> Cieľom je poskytnúť komplexné informácie o marketing, jeho historickom zázemí, marketingovom mixe a jeho atribútoch, výrobkovej politike, cenovej politike, distribučnej politike a komunikačnej politike.

policy, price policy, distribution policy and communication policy.	
<b><u>OBJECTIVES</u></b> Proposal of practical use of marketing mix elements in the business practice.	<b><u>ÚLOHY</u></b> Návrh praktického využitia nástrojov marketingového mixu v podnikateľskej praxi.
<b><u>COURSE FORMAT</u></b> Lectures, Case studies, project presentation	<b><u>FORMÁT KURZU</u></b> Prednášky, prípadové štúdie, prezentácia projektu
<b><u>COURSE CONTENT</u></b> 1. Marketing 2. Marketing mix 3. Product and product policy 4. Price and price policy 5. Distribution policy, distribution channels and intermediaries 6. Communication policy	<b><u>Obsah kurzu</u></b> 1. Marketing 2. Marketing mix 3. Výrobok a výrobková politika 4. Cena a cenová politika 5. Distribučná politika, distribučné kanály a sprostredkovatelia 6. Komunikačná politika
<b><u>METHOD OF ASSESSMENT</u></b> The project and its presentation, written or oral exam, continuous assessment	<b><u>METÓDA HODNOTENIA</u></b> Projekt a jeho prezentácia, písomná, prípadne ústna skúška, priebežné hodnotenie
<b><u>RECOMMENDED READING</u></b> 1. P. Bielik et al. 2014. <i>Agribusiness and commerce</i> . 1st ed. Nitra : Slovak University of Agriculture, 2014. 402 s. ISBN : 978-80-552-1161-9 2. G. Armstrong – P. Kotler. 2014. <i>Marketing: An Introduction</i> (12th Edition). PrenticeHall. 2014. 672 p. ISBN-13: 978-0133451276 3. P. T. Kotler – G. Armstrong. 2013. <i>Principles of Marketing</i> . 15th edition. PrenticeHall. 2013. 720 p. ISBN-13: 978-0133084047 4. P. Kotler – K. L. Keller. 2011. <i>Marketing Management</i> . 14th edition. PrenticeHall. 2011. 816 p. ISBN-13: 978-0132102926 5. CH. W. Lamb – J. F. Hair – C. McDaniel. 2015. <i>MKTG</i> . 9th edition. South-Western CollegePub. 2015. 432 p. ISBN-13: 978-1285860169	<b><u>ODPORÚČANÁ LITERATÚRA</u></b> 1. P. Bielik et al. 2014. <i>Agribusiness and commerce</i> . 1st ed. Nitra : Slovak University of Agriculture, 2014. 402 s. ISBN : 978-80-552-1161-9 2. G. Armstrong – P. Kotler. 2014. <i>Marketing: An Introduction</i> (12th Edition). PrenticeHall. 2014. 672 p. ISBN-13: 978-0133451276 3. P. T. Kotler – G. Armstrong. 2013. <i>Principles of Marketing</i> . 15th edition. PrenticeHall. 2013. 720 p. ISBN-13: 978-0133084047 4. P. Kotler – K. L. Keller. 2011. <i>Marketing Management</i> . 14th edition. PrenticeHall. 2011. 816 p. ISBN-13: 978-0132102926 5. CH. W. Lamb – J. F. Hair – C. McDaniel. 2015. <i>MKTG</i> . 9th edition. South-Western CollegePub. 2015. 432 p. ISBN-13: 978-1285860169
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will acquire the information and practical skills in the use of marketing and marketing mix elements in the business practice.	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti nadobudnú informácie a praktické skúsenosti vo využívaní marketing a nástrojov marketingového mixu v podnikateľskej praxi.

<b>2.2 Market research and innovative research techniques</b> <b>Coordinator/teachers:</b> <b>prof. Ing. Ludmila Nagyová, PhD.</b> <b>Ing. Jakub Berčík, PhD.</b>	<b>2.2 Marketingový výskum a inovatívne výskumné techniky</b> <b>Koordinátor/učítelia:</b> <b>prof. Ing. Ludmila Nagyová, PhD.</b> <b>Ing. Jakub Berčík, PhD.</b>
<b><u>THEME</u></b> Market research and innovative research techniques.	<b><u>TEMA</u></b> Marketingový výskum a inovatívne výskumné techniky.
<b><u>AIM</u></b> The aim is to provide students a complex view of marketing research in marketing decision making throughout the process of decision-making	<b><u>CIEĽ</u></b> Cieľom je poskytnúť študentom komplexný pohľad na problematiku marketingového výskumu v procese marketingového rozhodovania – od rozhodovania

organization – for the realization of marketing research to a specific phase of proprietary research and traditional and selection of traditional and innovative research techniques.	organizácie o realizácii marketingového výskumu až po konkrétnu fázu vlastného výskumu a výber tradičných a inovatívnych techník výskumu.
<b><u>OBJECTIVES</u></b> Implementation of marketing research of the select commodities at the select market through the conventional and innovative techniques.	<b><u>ÚLOHY</u></b> Realizácia marketingového výskumu vybraných komodít na vybranom trhu prostredníctvom tradičných a inovatívnych techník.
<b><u>COURSE FORMAT</u></b> Lectures, Case studies, project presentation.	<b><u>FORMÁT KURZU</u></b> Prednášky, prípadové štúdie, prezentácia projektu.
<b><u>COURSE CONTENT</u></b> 1. Marketing environment 2. Firm and information 3. Methods of marketing research 4. Research methods - traditional (interview, personal interview, experiment) and innovative (internet research, basic methods of investigation in neuromarketing) 5. The practical application of neuromarketing in marketing research 6. Selected applications of marketing research	<b><u>OBSAH KURZU</u></b> 1. Marketingové prostredie 2. Firma a informácie 3. Metodika marketingového výskumu 4. Metódy výskumu – tradičné (opytovanie, osobný rozhovor, experiment) a inovatívne (internetový výskum, základné metódy skúmania v neuromarketingu) 5. Praktické uplatnenie neuromarketingu v marketingovom výskume 6. Vybrané aplikácie marketingového výskumu
<b><u>METHOD OF ASSESSMENT</u></b> The project and its presentation, written or oral exam, continuous assessment.	<b><u>METÓDA HODNOTENIA</u></b> Projekt a jeho prezentácia, písomná, prípadne ústna skúška, priebežné hodnotenie.
<b><u>RECOMMENDED READING</u></b> 1. P. Bielik et al. 2014. Agribusiness and commerce. 1st ed. Nitra : Slovak University of Agriculture, 2014. 402 s. ISBN : 978-80-552-1161-9 2. C. D. McDaniel – R. H. Gates. 1995. <i>Marketing Research Essentials</i> . John Wiley&Sons. 1995. 507 p. ISBN-13: 978-0470169704 3. J. W. Creswell. 2008. <i>Research Design: Qualitative, Quantitative and Mixed Methods Approaches</i> . 3rd edition. SAGE Publications, Inc. 2008. 296 p. ISBN-13: 978-1412965576 4. Edward F. McQuarrie. 2011. <i>The Market Research Toolbox: A Concise Guide for Beginners</i> . 3rd edition. SAGE Publications, Inc. 2011. 272 p. ISBN-13: 978-1412991742 5. P. Underhill. 2008. <i>Why We Buy: The Science of Shopping</i> . Simon& Schuster. 2008. 320 p. ISBN-13: 978-1416595243 6. H. Sorensen. 2009. <i>Inside the Mind of the Shopper: The Science of Retailing</i> . FT Press. 2009. 256 p. ISBN-13: 978-0134385907	<b><u>ODPORÚČANÁ LITERATÚRA</u></b> 1. P. Bielik et al. 2014. Agribusiness and commerce. 1st ed. Nitra : Slovak University of Agriculture, 2014. 402 s. ISBN : 978-80-552-1161-9 2. C. D. McDaniel – R. H. Gates. 1995. <i>Marketing Research Essentials</i> . John Wiley&Sons. 1995. 507 p. ISBN-13: 978-0470169704 3. J. W. Creswell. 2008. <i>Research Design: Qualitative, Quantitative and Mixed Methods Approaches</i> . 3rd edition. SAGE Publications, Inc. 2008. 296 p. ISBN-13: 978-1412965576 4. Edward F. McQuarrie. 2011. <i>The Market Research Toolbox: A Concise Guide for Beginners</i> . 3rd edition. SAGE Publications, Inc. 2011. 272 p. ISBN-13: 978-1412991742 5. P. Underhill. 2008. <i>Why We Buy: The Science of Shopping</i> . Simon& Schuster. 2008. 320 p. ISBN-13: 978-1416595243 6. H. Sorensen. 2009. <i>Inside the Mind of the Shopper: The Science of Retailing</i> . FT Press. 2009. 256 p. ISBN-13: 978-0134385907
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students gain theoretical knowledge and practical experience in the area of marketing research as well as selecting and applying appropriate classic and	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získajú teoretické vedomosti a praktické skúsenosti v oblasti marketingového výskumu, ako aj výbere a aplikácii vhodných klasických a



innovative research techniques used for collecting primary and secondary data, needed in the processing information obtained through the methods of quantitative and qualitative statistics, preparation of research reports and use of the results of marketing research in practice.	inovatívnych výskumných techník používaných pri zbere primárnych a sekundárnych údajov, potrebných pri spracovávaní získaných informácií prostredníctvom metód kvantitatívnej a kvalitatívnej štatistiky, vypracovaní výskumnej správy a využitií výsledkov marketingového výskumu v praxi.
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<b>2.3. Marketing and consumer behavior at developed and emerging markets</b> <b>Coordinator/teachers</b> <b>Prof. Dr. Ing. Elena Horská</b> <b>Prof. MarijaCerjak, University of Zagreb</b>	<b>2.3 Marketing a spotrebiteľské správanie na vyspelých a rozvíjajúcich sa trhoch</b> <b>Koordinátor/učítelia</b> <b>Prof. Dr. Ing. Elena Horská</b> <b>Prof. MarijaCerjak, University of Zagreb</b>
<b><u>THEME</u></b> <b>Marketing, consumer behavior and marketing strategies for develop and emerging markets</b>	<b><u>TÉMA</u></b> <b>Marketing, spotrebiteľské správanie a marketingové stratégie pre vyspelé a rozvíjajúce sa trhy</b>
<b><u>AIM</u></b> To provide students with practical knowledge and experiences in the field of consumer behavior theory, international market environment and show how the various market conditions and consumer needs and wants can affect marketing strategy formulations.	<b><u>CIEĽ</u></b> Poskytnúť študentom praktické vedomosti a skúsenosti z oblasti teórie spotrebiteľského správania, medzinárodného marketingového prostredia a poukázať na to, ako môžu rôzne trhové podmienky a spotrebiteľské potreby a želania ovplyvniť formulovanie marketingovej stratégie.
<b><u>OBJECTIVES</u></b> To improve student's ability to understand consumer and purchasing behavior at various markets	<b><u>ÚLOHY</u></b> Zlepšiť schopnosť študentov porozumieť spotrebiteľské a nákupné správanie na rôznych trhoch
<b><u>COURSE FORMAT</u></b> Lectures, seminars, panel discussions, problem solving case studies	<b><u>FORMÁT KURZU</u></b> Prednášky, semináre, panelové diskusie, na riešenie problémov zamerané prípadové štúdie
<b><u>COURSE CONTENT</u></b> - Consumer behavior and marketing environment - Factors of consumer behavior - Consumer behavior and marketing strategy - Emerging markets and their driving forces of development - Bottom up Pyramid and 4A marketing - Regional marketing and local natural resources use -	<b><u>OBSAH KURZU</u></b> - Spotrebiteľské správanie a marketingové prostredie - Faktory spotrebiteľského správania - Spotrebiteľské správanie a marketingová stratégia - Rozvíjajúce sa trhy a hnacie sily ich rozvoja - Bottom up pyramída a 4A marketing - Regionálny marketing a využitie miestnych prírodných zdrojov
<b><u>METHOD OF ASSESSMENT</u></b> Project, exam	<b><u>METÓDA HODNOTENIA</u></b> Projekt, skúška
<b><u>RECOMMENDED READING</u></b> - Horska et al: International marketing: Within and Beyond Visegrad Borders, 2014 - Solomon: Consumer behaviour, 2006 - Peter, Olson: Consumer behaviour and Marketing strategy, 2008 - CK Prahalad: The Fortune at the Bottom of the Pyramid, 2009	<b><u>ODPORÚČANÁ LITERATÚRA</u></b> - Horska et al: International marketing: Within and Beyond Visegrad Borders, 2014 - Solomon: Consumer behaviour, 2006 - Peter, Olson: Consumer behaviour and Marketing strategy, 2008 - CK Prahalad: The Fortune at the Bottom of the Pyramid, 2009
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> To use the knowledge on consumer behavior in practical marketing decision-making processes	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Využitie poznatkov o spotrebiteľskom správaní v praktických marketingových rozhodovacích procesoch na rôznych trhoch z hľadiska ich vyspelosti

operating at various markets from viewpoint of their economic development	
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<b>2.4. Agrarian markets, trade and trade techniques</b> <b>Co-ordinator/teachers</b> <b>Ing. Patrik Rovný, PhD.</b> <b>doc. Ing. Ľuboš Smutka, PhD.</b>	<b>2.4 Agrárne trhy, obchod a obchodné techniky</b> <b>Koordinátor/učiteľia</b> <b>Ing. Patrik Rovný, PhD.</b> <b>doc. Ing. Ľuboš Smutka, PhD.</b>
<b><u>THEME</u></b> <b>Agrarian markets, foreign agrarian trade, trade techniques, international trade operations</b>	<b><u>TÉMA</u></b> <b>Agrárne trhy, zahraničný agrárny obchod, obchodné techniky, medzinárodné obchodné operácie</b>
<b><u>AIM</u></b> To provide students with practical knowledge and experiences in the field of agrarian markets, foreign agrarian trade, trade techniques, international trade operations	<b><u>CIEĽ</u></b> Poskytnúť študentom praktické vedomosti a skúsenosti z oblasti agrárnych trhov, zahraničného agrárneho obchodu, obchodnýc htechnik a medzinárodných obchodných operácií.
<b><u>OBJECTIVES</u></b> To improve student's ability to understand agrarian markets and trades with agrarian commodities.	<b><u>ÚLOHY</u></b> Zlepšiť schopnosť študentov porozumieť Agrárnym trhom a obchodom s poľnohospodárskymi komoditami
<b><u>COURSE FORMAT</u></b> Lectures, seminars, panel discussions, problem solving case studies	<b><u>FORMÁT KURZU</u></b> Prednášky, semináre, panelové diskusie, prípadové štúdie
<b><u>COURSE CONTENT</u></b> <ul style="list-style-type: none"> <li>- The agrarian markets-the EUand the World</li> <li>- Forms of trading on international markets,</li> <li>- Realization of international trade operations,</li> <li>- Specifics of trading on foreign markets with agricultural and food commodities,</li> <li>- Preparation and implementation of export and import</li> </ul>	<b><u>OBSAH KURZU</u></b> <ul style="list-style-type: none"> <li>- Agrárne trhy – EÚ a Svet</li> <li>- Formy obchodovania na medzinárodných trhoch,</li> <li>- Uskutočňovanie medzinárodných obchodných operácií</li> <li>- Špecifiká obchodovania na zahraničných trhoch s poľnohospodárskymi a potravinárskymi komoditami</li> <li>- Príprava a realizácia vývozného a dovozného obchodného prípadu</li> </ul>
<b><u>METHOD OF ASSESSMENT</u></b> Project, exam	<b><u>METÓDA HODNOTENIA</u></b> Projekt, skúška
<b><u>RECOMMENDED READING</u></b> <ul style="list-style-type: none"> <li>• HINKELMAN, E.,G., International trade documentation, World Trade Press, 2008</li> <li>• AKSOY, M. A., BEGHIN, C. J. Agricultural trade and developing countries. World Bank, 2005.</li> <li>• REED, M. R. International Trade in Agricultural Products. Prentice Hall, 2000.</li> <li>• KRUGMAN, P. R., OBSTFELD, M. International economics - theory and policy. Pearson International edition, 2004.</li> <li>• SMUTKA, L., MACH, J., SELBY, R. et al. World agricultural production, consumption and trade development – selected problems. Praha powerprint. 2012.</li> </ul>	<b><u>ODPORÚČANÁ LITERATÚRA</u></b> <ul style="list-style-type: none"> <li>• HINKELMAN, E.,G., International trade documentation, World Trade Press, 2008</li> <li>• AKSOY, M. A., BEGHIN, C. J. Agricultural trade and developing countries. World Bank, 2005.</li> <li>• REED, M. R. International Trade in Agricultural Products. Prentice Hall, 2000.</li> <li>• KRUGMAN, P. R., OBSTFELD, M. International economics - theory and policy. Pearson International edition, 2004.</li> <li>• SMUTKA, L., MACH, J., SELBY, R. et al. World agricultural production, consumption and trade development – selected problems. Praha powerprint. 2012.</li> </ul>
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> To use the knowledge of agrarian markets, trade operations in practical realization of export and import with agricultural and food commodities.	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Využitie poznatkov o agrárnych trhoch a obchodných operáciách v praktickej realizácii vývozného a dovozného obchodného prípadu s poľnohospodárskymi a potravinárskymi komoditami.

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<p><b>2.5 Modern approaches to marketing communication, retailing and services</b>  <b>Coordinator/teachers</b>  <b>prof. Ing. Ľudmila Nagyová, PhD.</b>  <b>Ing. Ingrida Košičiarová, PhD.</b>  <b>Ing. Johana Paluchová, PhD.</b></p>	<p><b>2.5 Moderné prístupy k marketingovej komunikácii, maloobchodu a službám</b>  <b>Koordinátor/učiteľia</b>  <b>prof. Ing. Ľudmila Nagyová, PhD.</b>  <b>Ing. Ingrida Košičiarová, PhD.</b>  <b>Ing. Johana Paluchová, PhD.</b></p>
<p><b><u>THEME</u></b>  <b>Marketing communication and New trends in Marketing communication.</b>  <b>Services marketing.</b></p>	<p><b><u>TÉMA</u></b>  <b>Marketingová komunikácia a Nové trendy v marketingovej komunikácii.</b>  <b>Marketing služieb.</b></p>
<p><b><u>AIM</u></b>  The aim of the course is to provide complex information about the effective use of basic as well as new tools of marketing communication (advertising, PR, sales promotion, personal selling, direct marketing, E-communication, Guerilla marketing, Viral marketing, Love marks etc.) and to approach the issue of Services marketing in the context of the current market environment.</p>	<p><b><u>CIEĽ</u></b>  Cieľom je poskytnúť komplexné informácie o efektívnom využívaní základných, ale i nových nástrojov marketingovej komunikácie (reklama, práca s verejnosťou, podpora predaja, osobný predaj, priamy marketing, E-komunikácia, Guerilla marketing, Viral marketing, Love marks apod.) a priblížiť problematiku Marketingu služieb v kontexte súčasného trhového prostredia.</p>
<p><b><u>OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. Proposal of practical use of marketing communication tools, their efficiency and effective cost planning for different communication tools.</li> <li>2. Proposal of practical use of marketing tools in the field of services.</li> </ol>	<p><b><u>ÚLOHY</u></b></p> <ol style="list-style-type: none"> <li>1. Návrh praktického využitia nástrojov marketingovej komunikácie, ich účinnosti, ako aj efektívneho využitia nákladov na jednotlivé nástroje.</li> <li>2. Návrh praktického využitia nástrojov marketingu v oblasti služieb.</li> </ol>
<p><b><u>COURSE FORMAT</u></b>  Lectures, Case studies, project presentation.</p>	<p><b><u>FORMÁT KURZU</u></b>  Prednášky, prípadové štúdie, prezentácia projektu.</p>
<p><b><u>COURSE CONTENT</u></b></p> <ol style="list-style-type: none"> <li>1. Marketing communication</li> <li>2. Integrated Marketing communication</li> <li>3. Advertising</li> <li>4. Public relations</li> <li>5. Sales promotion</li> <li>6. Personal selling</li> <li>7. Direct marketing and on-line marketing</li> <li>8. Trade fairs and exhibitions</li> <li>9. Event marketing</li> <li>10. E-communication</li> <li>11. New trends in marketing communication</li> <li>12. Services Marketing</li> <li>13. Marketing mix in services</li> <li>14. New trends in marketing of services.</li> </ol>	<p><b><u>OBSAH KURZU</u></b></p> <ol style="list-style-type: none"> <li>1. Marketingová komunikácia</li> <li>2. Integrovaná marketingová komunikácia</li> <li>3. Reklama</li> <li>4. Práca s verejnosťou</li> <li>5. Podpora predaja</li> <li>6. Osobný predaj</li> <li>7. Priamy marketing a online marketing</li> <li>8. Výstavy a veľtrhy</li> <li>9. Event marketing</li> <li>10. E-komunikácia</li> <li>11. Nové trendy v marketingovej komunikácii</li> <li>12. Marketing služieb</li> <li>13. Marketingový mix v službách</li> <li>14. Nové trendy v marketingu služieb.</li> </ol>
<p><b><u>METHOD OF ASSESSMENT</u></b>  Project, exam, continuous assessment</p>	<p><b><u>METÓDA HODNOTENIA</u></b>  Projekt, skúška, priebežné hodnotenie</p>
<p><b><u>RECOMMENDED READING</u></b></p> <ol style="list-style-type: none"> <li>1. P. Bielik et al. 2014. <i>Agribusiness and commerce</i>. 1st ed. Nitra : Slovak University of Agriculture, 2014. 402 s. ISBN : 978-80-552-1161-9</li> <li>2. L. Eagle – S. Dahl – B. Czarnecka – J. Lloyd. 2014. <i>Marketing Communications</i>. Routledge. 2014. 444 p. ISBN-13: 978-0415507714</li> </ol>	<p><b><u>ODPORÚČANÁ LITERATúra</u></b></p> <ol style="list-style-type: none"> <li>1. P. Bielik et al. 2014. <i>Agribusiness and commerce</i>. 1st ed. Nitra : Slovak University of Agriculture, 2014. 402 s. ISBN : 978-80-552-1161-9</li> <li>2. L. Eagle – S. Dahl – B. Czarnecka – J. Lloyd. 2014. <i>Marketing Communications</i>. Routledge. 2014. 444 p. ISBN-13: 978-0415507714</li> </ol>

<p>3. J. Egan. 2007. <i>Marketing Communications</i>. Cengage Learning EMEA. 2017. 486 p. ISBN-13: 978-1844801213</p> <p>4. A. Ries – J. Trout. 2001. <i>Positioning: The Battle for Your Mind: How to Be Seen and Heard in the Overcrowded Marketplace</i>. McGraw-Hill Companies. 213 p. ISBN-13: 978-0071373586</p> <p>5. A. J. Kimmel. 2005. <i>Marketing Communication. New Approaches, Technologies and Styles</i>. Oxford. 2005. 320 p. ISBN: 978-0-19-927694-3</p>	<p>3. J. Egan. 2007. <i>Marketing Communications</i>. Cengage Learning EMEA. 2017. 486 p. ISBN-13: 978-1844801213</p> <p>4. A. Ries – J. Trout. 2001. <i>Positioning: The Battle for Your Mind: How to Be Seen and Heard in the Overcrowded Marketplace</i>. McGraw-Hill Companies. 213 p. ISBN-13: 978-0071373586</p> <p>5. A. J. Kimmel. 2005. <i>Marketing Communication. New Approaches, Technologies and Styles</i>. Oxford. 2005. 320 p. ISBN: 978-0-19-927694-3</p>
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### 3 BUSINESS INFORMATICS FOR AGRIBUSINESS

<b>Elective Module/ Courses</b>	<b>3.0</b>	<b>BUSINESS INFORMATICS for AGRIBUSINESS</b>	
	<b>3.1</b>	<b>Information Resources</b>	<b>Mgr. Beáta Bellérová, PhD.</b>
	<b>3.2</b>	<b>Computer Data Processing</b>	<b>Ing. Marcela Hallová, PhD., Ing. Ivo Fandel, PhD.</b>
	<b>3.3</b>	<b>Business Modeling</b>	<b>Ing. Martina Hanová, PhD., Ing. Renáta Prokešová, PhD.</b>
	<b>3.4</b>	<b>Social Networks</b>	<b>Ing. Zdenka Kádeková, PhD.</b>

#### COURSE DETAILS

<p><b>Core Course: 3. Business Informatics for Agribusiness</b></p> <p><b>Unit 3.1 Information Resources</b> <b>Coordinator: Mgr. Beáta Bellérová, PhD.</b></p>	<p><b>Manažérska informatika v agropodnikaní</b></p> <p><b>Unit 3.1 Informačné zdroje</b> <b>Koordinátor: Mgr. Beáta Bellérová, PhD.</b></p>
<p><b><u>THEME</u></b> <b>Information skills for business and practice</b></p>	<p><b><u>TÉMA</u></b> <b>Informačné zručnosti pre podnikanie a prax</b></p>
<p><b><u>AIM</u></b> Course is oriented on improvement of information skills, mainly ability to search scientific and business information, evaluate information and its sources critically, access and use information ethically. In particular, the focus is given on greater diversity in the information sources. To a lesser extent also addresses the issue of intellectual property rights.</p>	<p><b><u>CIEĽ</u></b> Kurz je zameraný na zlepšenie informačných zručností, najmä schopností vyhľadávať odborné informácie, posudzovať kvalitu a kvalitu ich zdrojov a korektne ich používať. Osobitne sa zameria na informačné zdroje v ich rozmanitosti. V menšej miere sa venuje aj problematike práv duševného vlastníctva.</p>
<p><b><u>COURSE FORMAT</u></b> Theoretical approaches, discussion in groups, practical exercises</p>	<p><b><u>FORMÁT KURZU</u></b> Teoretické prístupy, diskusia v skupinách, praktické cvičenia</p>
<p><b><u>COURSE CONTENT</u></b></p> <ul style="list-style-type: none"> <li>- Information overload, information needs and behaviour</li> <li>- Methods and forms of information retrieval in digital environment</li> </ul>	<p><b><u>OBSAH KURZU</u></b></p> <ul style="list-style-type: none"> <li>- Informačné preťaženie, informačné potreby a správanie</li> <li>- Metódy a formy vyhľadávania informácií v digitálnom prostredí</li> </ul>

<ul style="list-style-type: none"> <li>- Electronic information resources</li> <li>- Intellectual property rights</li> </ul>	<ul style="list-style-type: none"> <li>- Elektronické informačné zdroje</li> <li>- Práva duševného vlastníctva</li> </ul>
<b>METHOD OF ASSESSMENT</b>	<b>FORMA HODNOTENIA</b>
Project	Projekt
<b>RECOMMENDED READING:</b> Oliver, G. (2008). Information culture: Exploration of differing values and attitudes to information in organisations. <i>Journal of Documentation</i> , 64(3), 363-385. doi: <a href="http://dx.doi.org/10.1108/00220410810867588">http://dx.doi.org/10.1108/00220410810867588</a> Sanjib, K. D., & Lahkar, N. (2010). Performance evaluation and comparison of the five most used search engines in retrieving web resources. <i>Online Information Review</i> , 34(5), 757-771. doi: <a href="http://dx.doi.org/10.1108/14684521011084609">http://dx.doi.org/10.1108/14684521011084609</a> Tenopir, C. (2008). Online systems for information access and retrieval. <i>Library Trends</i> , 56(4), 816-829. Retrieved from <a href="http://search.proquest.com/docview/220446094?accountid=59680">http://search.proquest.com/docview/220446094?accountid=59680</a>	<b>ODPORÚČANÁ LITERATÚRA:</b> Oliver, G. (2008). Information culture: Exploration of differing values and attitudes to information in organisations. In <i>Journal of Documentation</i> , 64(3), 363-385. doi: <a href="http://dx.doi.org/10.1108/00220410810867588">http://dx.doi.org/10.1108/00220410810867588</a> Sanjib, K. D., - Lahkar, N. (2010). Performance evaluation and comparison of the five most used search engines in retrieving web resources. In <i>Online Information Review</i> , 34(5), 757-771. doi: <a href="http://dx.doi.org/10.1108/14684521011084609">http://dx.doi.org/10.1108/14684521011084609</a> Tenopir, C. (2008). Online systems for information access and retrieval. In <i>Library Trends</i> , 56(4), 816-829. Retrieved from <a href="http://search.proquest.com/docview/220446094?accountid=59680">http://search.proquest.com/docview/220446094?accountid=59680</a>
<b>PROFESSIONAL SKILL DEVELOPMENT</b> Improving information skills - targeted and efficient search and retrieval of information, their ethical use.	<b>ZÍSKANÉ ZRUČNOSTI</b> Zlepšenie informačných zručností – ciele a racionálne vyhľadávanie a získavanie informácií, ich korektné používanie.

<p><b>Core Module: 3. Business Informatics in Agribusiness</b></p> <p><b>Unit 3.2: Computer Data Processing</b> Coordinator: Ing. Marcela Hallová, PhD., PaedDr. Peter Polakovič, PhD.</p>	<p><b>Manažérska informatika v agropodnikaní</b></p> <p><b>Unit 3.2: Počítačové spracovanie informácií</b> Kordinátor: Ing. Marcela Hallová, PhD., PaedDr. Peter Polakovič, PhD.</p>
<b>THEME</b> Computer Data Processing	<b>TÉMA</b> Počítačové spracovanie informácií
<b>AIM</b> The main aim of the course is to improve knowledge, practical skills and master advanced techniques and tools in MS Excel, MS Access and MS Project 2010 environment. Emphasis will be placed on tools that will be used in the following courses.	<b>CIEĽ</b> Cieľom kurzu je rozšíriť frekvenciu vedomostí a zručností s prácou v prostredí MS Excel, MS Access a MS Project 2010. Dôraz bude kladený hlavne na nástroje a funkcie, ktoré môžu byť využité v ďalších kurzoch.
<b>OBJECTIVES</b> Presenting office applications MS Access 2010, MS Excel 2010 and MS Project 2010 as tools for creating and managing databases, advanced data processing and project management.	<b>ÚLOHY</b> Predstaviť kancelárske aplikácie MS Access 2010, MS Excel 2010 a MS Project 2010 ako nástroje pre tvorbu a spravovanie databáz, spracovania údajov na vyššej úrovni a tvorbu projektov.
<b>COURSE FORMAT</b> Theory and practice exercise	<b>FORMÁT KURZU</b> Prednášky a praktické cvičenia
<b>COURSE CONTENT</b> <ul style="list-style-type: none"> <li>• MS Access 2010– Basics of database software.</li> <li>• MS Access 2010– Creating tables, queries, forms and reports.</li> <li>• MS Excel 2010– formulas, functions, charts and advanced charts techniques.</li> <li>• MS Excel 2010– Working with lists, converting lists into tables</li> <li>• MS Excel 2010 – Pivot tables</li> <li>• MS project 2010 – introduction to project management and basic program operations.</li> </ul>	<b>OBSAH KURZU</b> <ul style="list-style-type: none"> <li>• MS Access 2010 – základy databázového softvéru.</li> <li>• MS Access 2010– Vytváranie tabuliek, dotazov, formulárov a zostáv.</li> <li>• MS Excel 2010 – vzorce a funkcie, grafy a pokročilé techniky práce s grafmi.</li> <li>• MS Excel 2010 – Práca so zoznamami a prevod zoznamu na tabuľku.</li> <li>• MS Excel 2010 – Kontingenčné tabuľky.</li> </ul>

	<ul style="list-style-type: none"> <li>MS Project 2010 – úvod do projektového riadenia a základy práce s touto aplikáciou.</li> </ul>
<b><u>METHOD OF ASSESSMENT</u></b> Course project, exam, continuous assessment	<b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška, priebežné hodnotenie
<b><u>RECOMMENDED READING</u></b> Lambert Joan, Cox Joyce: <i>Microsoft Access 2010 Step by Step</i> , 2010. Curtis D. Frye: <i>Microsoft Excel 2010 Step by Step</i> , 2010. Carl Chatfield, Timothy Johnson: <i>Microsoft Project 2010 Step by Step</i> , 2010.	<b><u>ODPORUČENÁ LITERATÚRA</u></b> Lambert Joan, Cox Joyce: <i>Microsoft Access 2010 Step by Step</i> , 2010. Curtis D. Frye: <i>Microsoft Excel 2010 Step by Step</i> , 2010. Carl Chatfield, Timothy Johnson: <i>Microsoft Project 2010 Step by Step</i> , 2010.
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students obtain the knowledge about the using office applications MS Access 2010, MS Excel 2010 and MS Project 2010, which can be used in other courses and in their actual practice.	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získavajú vedomosti o používaní kancelárskych aplikácií MS Access 2010, MS Excel 2010 a MS Project 2010, ktoré môžu byť využité v iných kurzoch a v samotnej praxi.

<b>Core Module: 3. Business Informatics in Agribusiness</b> <b>Unit 3.3: Business Modeling</b> <b>Coordinator: Ing. Martina Hanová, PhD., Ing. Renáta Prokeinová, PhD.</b>	<b>Manažérska informatika v agropodnikaní</b> <b>3.3: Firemné modelovanie</b> <b>Koordinátor: Ing. Martina Hanová, PhD., Ing. Renáta Prokeinová, PhD.</b>
<b><u>THEME</u></b> Business Modeling	<b><u>TÉMA</u></b> Firemné modelovanie
<b><u>AIM</u></b> To teach students to understand the role of quantitative tools in analyzing data from selected business and economic decision-making areas in agribusiness.	<b><u>CIEĽ</u></b> Naučiť študentov rozumieť významu kvantitatívnych nástrojov v analýze dát z vybraných oblastí podnikového a ekonomického rozhodovania v agropodnikaní
<b><u>OBJECTIVES</u></b> Introduce students to the selected procedures of solving decision-making problems and to the concepts of basic data analysis in business and economics analysis based on agribusiness case studies.	<b><u>ÚLOHY</u></b> Uviesť študentov do vybraných postupov riešenia rozhodovacích problémov a do základov analýzy dát v podnikových a ekonomických analýzach na príkladoch z agropodnikania.
<b><u>COURSE FORMAT</u></b> Theory with practical exercises	<b><u>FORMÁT KURZU</u></b> Teória a praktické cvičenia
<b><u>COURSE CONTENT</u></b> Financial modeling: <ul style="list-style-type: none"> <li>Loan amortization models</li> <li>Black Sholes model</li> </ul> Stochastic modeling: <ul style="list-style-type: none"> <li>Model of business policy decision-making</li> <li>Debt repayment model</li> </ul> Data analysis: <ul style="list-style-type: none"> <li>Data analysis tools – Goal seeking, Solver, Scenarios</li> <li>Basic data mining procedures</li> <li>Bootstrapping</li> <li>Logistic regression</li> <li>Predictive modeling</li> </ul>	<b><u>OBSAH KURZU</u></b> Finančné modelovanie: <ul style="list-style-type: none"> <li>Modely umorovania úveru</li> <li><u>Black Sholes model</u></li> </ul> Stochastické modelovanie: <ul style="list-style-type: none"> <li><u>Model rozhodovania podnikovej politiky</u></li> <li>Model splácania pohľadávok</li> </ul> Analýza dát: <ul style="list-style-type: none"> <li>Nástroje pre analýzu údajov – hľadanie riešenia, riešiteľ, scenáre.</li> <li>Základné data miningové postupy</li> <li>Bootstrapping</li> <li>Logistická regresia</li> <li>Prediktívne modelovanie</li> </ul>
<b><u>METHOD OF ASSESSMENT</u></b> Course Project based on home assignment	<b><u>FORMA HODNOTENIA</u></b> Projekt založený na domácich zadaniach
<b><u>RECOMMENDED READING</u></b> Principles of Finance with Excel: Includes CD by Simon Benninga	<b><u>ODPORUČENÁ LITERATÚRA</u></b> Principles of Finance with Excel: Includes CD by Simon Benninga

Financial Modeling Using Excel and VBA (Wiley Finance) by Chandan Sengupta An Introduction to Stochastic Modeling by Samuel Karlin nad Howard M. Taylor Data mining by Olivia Parr Rud Data quality for Analytics Using SAS by Gerhard Svolba	Financial Modeling Using Excel and VBA (Wiley Finance) by Chandan Sengupta An Introduction to Stochastic Modeling by Samuel Karlin nad Howard M. Taylor Data mining by Olivia Parr Rud Data quality for Analytics Using SAS by Gerhard Svolba
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will have acquired the skills to use quantitative tools in business and economic decision making.	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získajú zručnosti z využitia kvantitatívnych nástrojov v podnikovom a ekonomickom rozhodovaní.

<b>Core Course: 3. Business Informatics</b>  <b>Unit 3.4: Social Networks</b> <b>Co-ordinator: Ing.Zdenka Kádeková, PhD.</b>	<b>Manažérska informatika</b>  <b>Unit 3.4: Sociálne siete</b> <b>Koordinátor: Ing.Zdenka Kádeková, PhD.</b>
<b><u>THEME</u></b> Social Networks	<b><u>TÉMA</u></b> Sociálne siete
<b><u>AIM</u></b> The main aim of the course is to provide the information about importance of social networks in the business and point at the way that companies of all sizes interact with their customers. All mentioned will be considered with respect to the conditions on domestic and international markets as these vary.	<b><u>CIEĽ</u></b> Hlavným cieľom kurzu je poskytnúť informácie o význame sociálnych sietí v praxi podnikov a poukázať na spôsob, akým podniky všetkých veľkostí komunikujú so svojimi zákazníkmi. Zároveň poukážeme na rozdiely vo využívaní sociálnych sietí nadomácom a medzinárodnom trhu.
<b><u>OBJECTIVES</u></b> To introduce using of social networks in the practice of business in order to point at opportunities, threats, positives and negatives, as well as the real examples of successful using of social networks which provide the important competitive advantage.	<b><u>ÚLOHY</u></b> Predstaviť využívanie sociálnych sietí v praxi podnikov s cieľom poukázať na ich príležitosti, hrozby, pozitíva a negatíva rovnako ako aj skutočné príklady úspešného využívania sociálnych sietí v praxi, predstavujúcu významnú konkurenčnú výhodu.
<b><u>COURSE FORMAT</u></b> Theoretical approaches and practical exercises.	<b><u>FORMÁT KURZU</u></b> Teoretické prístupy a praktické cvičenia.
<b><u>COURSE CONTENT</u></b> <ul style="list-style-type: none"> <li>• History and aim of social networks.</li> <li>• The most important social networks.</li> <li>• Analysis of opportunities, threats, positives and negatives of joining the social networks.</li> <li>• Importance of social networks for business and relationship building among business and customers.</li> <li>• Real examples of successful using of social networks in the practice</li> </ul>	<b><u>OBSAH KURZU</u></b> <ul style="list-style-type: none"> <li>• História a ciele sociálnych sietí.</li> <li>• Najvýznamnejšie sociálne siete.</li> <li>• Analýza príležitostí, hrozieb, pozitív a negatív vyplývajúcich z členstva v sociálnych sieťach.</li> <li>• Dôležitosť sociálnych sietí pre firmy a budovania ich vzťahu k zákazníkovi.</li> <li>• Reálne príklady úspešného použitia sociálnych sietí.</li> </ul>
<b><u>METHOD OF ASSESSMENT</u></b> Course project, exam, continuous assessment	<b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška, priebežné hodnotenie
<b><u>RECOMMENDED READING</u></b> Ch. Prell: <i>Social Network Analysis: History, Theory and Methodology</i> , 2011.  D.Easley, J.Kleinberg: <i>Networks, Crowds, and Markets: Reasoning About a Highly Connected World</i> , 2009.  J.P. Scott: <i>Social Network Analysis</i> , 2010.	<b><u>ODPORUČENÁ LITERATÚRA</u></b> Ch. Prell: <i>Social Network Analysis: History, Theory and Methodology</i> , 2011.  D.Easley, J.Kleinberg: <i>Networks, Crowds, and Markets: Reasoning About a Highly Connected World</i> , 2009.  J.P.Scott: <i>Social Network Analysis</i> , 2010.
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b>	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získajú vedomosti o používaní sociálnych sietí so zameraním na budovanie vzťahu medzi podnikmi a zákazníkmi.

Students obtain the knowledge about using the social networks with focus on relationship building among business and customers.

## 4.0 MANAGEMENT IN AGRIBUSINESS

Core Module/Courses	4.0	MANAGEMENT	
	4.1	Management in Agribusiness	prof.h.c. doc. Ing. Mária Kadlečíková, CSc
	4.2	Strategic Management in Agribusiness	prof.h.c. doc. Ing. Mária Kadlečíková, CSc., prof. Ing. Ivana Tichá, PhD.
	4.3	Human Resources Management in Agribusiness	prof.h.c. doc. Ing. Mária Kadlečíková, CSc.
	4.4	Quality Assurance and Certification	doc. Ing. Zuzana Kapsdorferová, PhD.
	4.5	International Management in Agribusiness	prof. Ing. Iveta Ubrežiová, PhD.

### COURSE DETAILS

<b>UNIT 4.1: Management in Agribusiness</b>	<b>UNIT 4.1: Management v agropotravinárstve</b>
<b>Coordinator: Dr.h.c.prof.h.c. doc. Ing. Mária Kadlečíková, CSc</b>	<b>Koordinátor: Dr.h.c. prof.h.c. doc. Ing. Mária Kadlečíková, CSc.</b>
<b><u>THEME</u></b> Theoretical knowledge about management focused on agribusiness	<b><u>TÉMA</u></b> Teoretické poznatky z manažmentu zamerané na agropotravinárstvo
<b><u>AIM</u></b> Basics of Management course: learning about managerial functions – planning, organizing, leading and control. Course discusses about the important role of managers in decision making process in the agribusiness company for its development. Management of agribusiness companies.	<b><u>CIEĽ</u></b> Kurz základov manažmentu pojednáva o základných manažérskych funkciách – plánovanie, organizovanie, vedenie ľudí, kontrola. Objasňuje dôležitosť manažérov pri rozhodovacích procesoch v agropravinárskom podniku pre jeho ďalší rozvoj. Manažment poľnohospodárskych a potravinárskych podnikov.
<b><u>OBJECTIVES</u></b> To understand the importance of management in the agribusiness company. To improve managerial skills in functions of planning, organizing, leading and control.	<b><u>ÚLOHY</u></b> Pochopiť význam manažmentu v agropotravinárskom podniku. Zlepšiť manažérske schopnosti v oblasti plánovania, organizovania, vedenia ľudí a kontroly.
<b><u>COURSE FORMAT</u></b> Course format consists of lectures, e-learning exercises, project work and case studies.	<b><u>FORMÁT KURZU</u></b> Forma kurzu pozostáva z kontaktnej výučby, e-learningových cvičení, vypracovaného projektu a riešenia prípadových štúdií.
<b><u>COURSE CONTENT</u></b> 1. Definition of management , its substance/mission and historical overview 2. Decision making process and its methods 3. Planning – definition, process of planning, importance of planning 4. Organization – definition, process of organization, types of organizational structures	<b><u>OBSAH KURZU</u></b> 1. Definícia manažmentu, vysvetlenie podstaty manažmentu a jeho historický prehľad. 2. Rozhodovací proces, metódy rozhodovania 3. Plánovanie – definícia, plánovací proces, dôležitosť plánovania 4. Organizovanie – definícia, organizačný proces, typy organizačných štruktúr



5. Leadership – definition, theories of leadership styles	5. Vedenie ľudí – definícia, teórie vedenia ľudí, štýly vedenia
6. Control – definition, process of control, importance of control	6. Kontrola – definícia, kontrolný proces, dôležitosť kontroly
7. New tendencies in management, outsourcing, benchmarking, de-layering etc.	7. Nové tendencie v manažmente, outsourcing, benchmarking, redukcia riadiacich stupňov atď.
8. Management in agribusiness companies	8. Manažment v agropotravinárskych podnikoch
<b><u>METHOD OF ASSESSMENT</u></b> Course project, exam, continuous assessment	<b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška, priebežné hodnotenie
<b><u>RECOMMENDED READING/ODPORUČENÁ LITERATÚRA</u></b>	
H.Koontz – H.Weihrich: Management Donnelly – Gibson – Ivancevich: Management Kadlečíková, M. et. Al. 2013. Management Szaktudás Kiadó, Zrt. Budapest, 2013. 245 s., ISBN 978-695-5224-47-8	
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Using theoretical knowledge of management in agribusiness companies in the areas of basic managerial functions and in decision making process. Better copying with globalization trends and threats in agribusiness.	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Využitie teoretických poznatkov z manažmentu v riadení podnikov v oblastiach štyroch základných manažerských funkcií a v rozhodovacích procesoch, lepšia pripravenosť na globálne trendy a riziká v agropotravinárstve.
<b>UNIT 4.2: Strategic Management</b> <b>Coordinator: prof.h.c. doc. Ing. Mária Kadlečíková, CSc., prof. Ing. Ivana Tichá, PhD.</b>	<b>UNIT 4.2: Strategický manažment</b> <b>Koordinátor: prof.h.c. doc. Ing. Mária Kadlečíková, CSc. prof. Ing. Ivana Tichá, PhD.</b>
<b><u>AIM</u></b> Strategic management course is oriented towards of long-term managerial decisions-making processes with respect to creating or maintaining market position, assimilation of all functional business areas focusing on the most significant managerial activities in support of the organization's mission, vision, and effectiveness. MBA student participation in simulations and case studies designed to emphasize comprehensive organizational analyses, policy and strategy development, with attention to critical management issues. The course is focused first of all on the agribusiness companies	<b><u>CIEĽ</u></b> Kurz strategického manažmentu je zameraný na dlhodobé manažerske rozhodovacie procesy so zreteľom na budovanie trhovej pozície, prispôbovaním všetkých funkčných podnikových oblastí dlhodobým cieľom so zameraním na najdôležitejšie manažerske aktivity, ktoré podporujú misiu, víziu a efektívnosť organizačného útvaru. Účasť MBA študentov na simuláciách a prípadových štúdiách, ktorých dôraz je kladený na vyzdvihnutie komplexných organizačných analýz, rozvoj politiky a stratégie so zameraním na kritické problémy manažmentu. Kurz je zameraný na agropotravinárske podniky.
<b><u>OBJECTIVES</u></b> To understand the importance of strategic management in agribusiness company.	<b><u>ÚLOHY</u></b> Porozumieť dôležitosťi strategického manažmentu v agropotravinárskom podniku.
<b><u>COURSE FORMAT</u></b> The class sessions will be a combination of lectures, project work and case discussion. Course content will come primarily from the assigned textbooks.	<b><u>FORMÁT KURZU</u></b> Vyučovacie hodiny sú kombináciou prednášok, projektovej práce a diskusie prípadových štúdií. Obsah kurzu vychádza hlavne z určených učebníc.
<b><u>COURSE CONTENT</u></b> <b>1 Lecture</b> The basic concepts of enterprise strategic management, entity and development of strategic management	<b><u>OBSAH KURZU</u></b> <b>1. prednáška</b> Základné pojmy strategického riadenia podniku, jeho podstata a vývoj
1. definition and development of strategy concept, assumptions for agribusiness enterprise's strategic management	1. definovanie a vývoj pojmu stratégie, predpoklady pre strategické riadenie agropotravinárskeho podniku
2. strategy and tactic	2. stratégia a taktika
3. development of strategic management	3. vývoj strategického riadenia
4. decision making according to Ansoff and process of strategic management	4. rozhodovanie podľa Ansoffa a proces strategického riadenia
5. hierarchy of strategies in enterprises	5. hierarchia stratégií v podniku

<p>6. relation of strategic managers, planners, owners or their representatives and top managers to process of strategic management</p> <p>7. strategic thinking and principles of strategic thinking</p> <p>8. The Greiner's model of enterprise development and The Miler-Friesen's model of enterprise development, The Galbraith's and Nathauson's management model</p> <p>9. Strategic management in agribusiness companies</p> <p><b>2 Lecture</b> The vision, mission, strategic intention and strategic goals.</p> <ol style="list-style-type: none"> <li>1. enterprise's vision</li> <li>2. enterprise's mission</li> <li>3. enterprise's strategic intention</li> <li>4. enterprise's strategic goals</li> <li>5. Analyze of agribusiness enterprise's external environment.</li> <li>6. the sector environment (macro environment)</li> <li>7. the branch environment of the agribusiness enterprise</li> </ol> <p><b>3 Lecture</b> Forecasting of enterprise external environment development.</p> <ol style="list-style-type: none"> <li>1. substance of forecasting</li> <li>2. forecasting methods</li> </ol> <p><b>4 Lecture</b> Analysis of enterprise's internal environment</p> <ol style="list-style-type: none"> <li>1. enterprise internal analysis and evaluation of internal analysis parameters</li> <li>2. methods of enterprise's internal analysis</li> <li>3. The corporate (enterprise) strategy</li> <li>4. entity of corporate strategies</li> <li>5. The Porter's generic corporate strategies</li> <li>6. Corporate strategies according to Miles and Snow</li> </ol> <p><b>5 Lecture</b> The enterprise (corporate) strategy</p> <ol style="list-style-type: none"> <li>1. enterprise strategy characteristics</li> <li>2. portfolio analysis</li> <li>3. formulation of enterprise strategy</li> <li>4. concentration and diversification</li> <li>5. growth concentration strategies and vertical integration</li> <li>6. growth strategies based on related and non-related diversification</li> </ol> <p><b>6 Lecture</b> The functional strategies</p> <ol style="list-style-type: none"> <li>1. marketing strategy</li> <li>2. supply strategy</li> <li>3. research – technical strategy</li> <li>4. production strategy</li> <li>5. personal and financial strategy</li> </ol> <p><b>7 Lecture</b> The enterprise strategy management in process of world economy globalization</p> <ol style="list-style-type: none"> <li>1. enterprise goals in conditions of world economy globalization</li> </ol>	<p>6. strategickí manažéri a plánovači a vzťah vlastníkov prípadne ich reprezentantov a top manažérov k procesu strategického riadenia</p> <p>7. strategické myslenie a princípy strategického myslenia</p> <p>8. Greinerov model vývoja podniku a Miler-Friesenov model vývoja podniku, model riadenia podľa Galbraitha a Nathausona</p> <p>9. Strategický manažment v agropotravinárskych podnikoch</p> <p><b>2. prednáška</b> Vízia a poslanie, strategický zámer a strategické ciele podniku</p> <ol style="list-style-type: none"> <li>1. vízia podniku</li> <li>2. poslanie podniku</li> <li>3. strategický zámer</li> <li>4. strategické ciele podniku</li> <li>5. Analýza externého prostredia agropotravinárskeho podniku</li> <li>6. analýza makroprostredia (sektory) lyza odvetvového prostredia agropotravinárskeho podniku</li> </ol> <p><b>3. prednáška</b> Prognózovanie vývoja externého prostredia podniku</p> <ol style="list-style-type: none"> <li>1. podstata prognózovania</li> <li>2. metódy prognózovania</li> </ol> <p><b>4. prednáška</b> Analýza interného prostredia podniku</p> <ol style="list-style-type: none"> <li>1. interná analýza podniku a hodnotenie jej parametrov</li> <li>2. metóda internej analýzy podniku</li> <li>3. Podnikateľská stratégia</li> <li>4. podstata podnikateľských stratégií</li> <li>5. Porterove generické podnikateľské stratégie</li> <li>6. Podnikateľská stratégia podľa Milesa a Snowa</li> </ol> <p><b>5. prednáška</b> Podniková stratégia</p> <ol style="list-style-type: none"> <li>1. charakteristika doterajšej podnikovej stratégie</li> <li>2. portfóliová analýza</li> <li>3. formulácia podnikovej stratégie</li> <li>4. koncentrácia na jedno podnikanie a prechod k diverzifikácii</li> <li>5. rastové stratégie koncentrácie a vertikálovej integrácie</li> <li>6. rastové stratégie založené na príbuznej a nepríbuznej diverzifikácii</li> </ol> <p><b>6. prednáška</b> Funkčné stratégie</p> <ol style="list-style-type: none"> <li>1. marketingová funkčná stratégia</li> <li>2. zásobovacia stratégia</li> <li>3. vedecko-technická stratégia</li> <li>4. výrobná stratégia</li> <li>5. personálna a finančná stratégia</li> </ol> <p><b>7. prednáška</b> Stratégie riadenia podniku v procese globalizácie svetovej ekonomiky</p> <ol style="list-style-type: none"> <li>1. ciele podnikania v podmienkach globalizácie svetovej ekonomiky</li> <li>2. globálna a multi-regionálna stratégia</li> <li>3. riadenie podniku expandujúceho na zahraničné trhy a príčiny neúspechu</li> </ol> <p><b>8. prednáška</b> Implementácia stratégie</p> <ol style="list-style-type: none"> <li>1. podmienky implementácie stratégie</li> </ol>
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<p>2. global and multiregional strategy 3. management of enterprise expanded into foreign markets and causes of failures</p> <p><b>8 Lecture</b> The strategy implementation</p> <p>1. conditions of strategy implementation 2. relation between enterprise's organizational structure and strategy implementation 3. administrative equipment of strategy implementation and motivation</p>	<p>2. vzťah organizačnej štruktúry podniku a implementácia stratégie 3. administratívne nástroje implementácie stratégie a motivácia</p>
<p><b><u>METHOD OF ASSESSMENT</u></b> Course project, exam, continuous assessment</p>	<p><b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška, priebežné hodnotenie</p>
<p align="center"><b><u>RECOMMENDED READING/ODPORUČENÁ LITERATÚRA</u></b> Slávik, Š. Strategický manažment, 2. vydanie Agrodesign Bratislava 2013, ISBN 978-80-89393-08-4 Kadlečíková, M. et. Al. 2013. Management Szaktudás Kiadó, Zrt. Budapest, 2013. 245 s., ISBN 978-695-5224-47-8</p>	
<p><b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Using theoretical knowledge of strategic management in agribusiness companies.</p>	<p><b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Využitie teoretických poznatkov zo strategického manažmentu v riadení agropotravinárskych podnikov.</p>
<p><b>UNIT 4.3: Human Resources Management in Agribusiness</b></p> <p><b>Coordinator: Dr.h.c.prof.h.c. doc. Ing. Mária Kadlečíková, CSc. Ing. Veronika Hrdá,PhD.</b></p>	<p><b>UNIT 4.3: Manažment ľudských zdrojov v agropotravinárstve</b></p> <p><b>Koordinátor: Dr.h.c.prof.h.c. doc. Ing. Mária Ing. Kadlečíková, CSc., Ing. Veronika Hrdá,PhD.</b></p>
<p><b><u>THEME</u></b> <b>Human resources management in agribusiness</b></p>	<p><b><u>TÉMA</u></b> <b>Manažment ľudských zdrojov v agropotravinárstve</b></p>
<p><b><u>AIM</u></b> The main attention of this course is devoted to the basic principles of human resource management in agro-food enterprises.</p>	<p><b><u>CIEĽ</u></b> Hlavná pozornosť uvedeného kurzu sa sústreďí na manažment ľudských zdrojov v poľnohospodárskych a potravinárskych podnikoch.</p>
<p><b><u>OBJECTIVES</u></b> To understand the importance of human resource management in company and to improve the managerial skills from the viewpoint of Human Resource Management(HRM).</p>	<p><b><u>ÚLOHY</u></b> Pochopiť význam manažmentu ľudských zdrojov v spoločnosti a zdokonaľiť manažérske zručnosti z hľadiska Manažmentu ľudských zdrojov(MEZ).</p>
<p><b><u>COURSE FORMAT</u></b> The class sessions will be a combination of lectures, seminar work and case studies discussion. Course content will come primarily from the assigned textbooks.</p>	<p><b><u>FORMÁT KURZU</u></b> Vyučovacie hodiny sú kombináciou prednášok, projektovej práce a diskusie prípadových štúdií. Obsah kurzu vychádza hlavne z určených učebníc.</p>
<p><b><u>COURSE CONTENT</u></b></p> <p><b>1 Lecture</b> The systems of science, principles and aims of human recourse management in organizations. Subjects of human recourse management, specific characteristics of a person, intellectual capital of organization, human capital and human potential.</p> <p><b>2 Lecture</b> The types of jobs, loading and job straining and the use of the knowledge at job projection and job performance, analyze, description and evaluation of</p>	<p><b><u>OBSAH KURZU</u></b></p> <p><b>1. prednáška</b> Manažment ľudských zdrojov v systéme vied, úlohy a ciele manažmentu ľudských zdrojov v organizáciách Subjekty manažmentu ľudských zdrojov. Špecifikácia charakteristiky človeka, intelektuálny kapitál organizácie, ľudský kapitál a ľudský potenciál</p> <p><b>2. prednáška</b> Typy prác, zaťaženie a namáhanie pri práci a využitie poznatkov pri projektovaní práce a pracovného výkonu</p>

<p>the job position. The recruitment, selection, acceptance and adaptation of employees</p> <p><b>3 Lecture</b> The education and development of employees. The evaluation of employees and use of evaluation results in the job system with people.</p> <p><b>4 Lecture</b> The manager as the subject of human recourse management. Conditions for the success in management position. The leadership style. The education and development of manager</p> <p><b>5 Lecture</b> The ways how to influence of employees, power, authority, obtaining employees for projecting and realization of effective changes.</p> <p><b>6 Lecture</b> The social interaction and interpersonal behavior, effective communication in human recourse management</p> <p><b>7 Lecture</b> The motivation and stimulation in human recourse management, sources of motivation and motivation strategies in organization.</p> <p><b>8 Lecture</b> The employees care and comfortisation of work place</p>	<p>Analýza, opis pracovného miesta a hodnotenie pracovného miesta. Vyhľadávanie, výber, prijímanie a adaptácia zamestnancov.</p> <p><b>3. prednáška</b> Vzdelávanie a rozvoj zamestnancov. Hodnotenie zamestnancov a využitie výsledkov hodnotenia v systéme práce s ľuďmi.</p> <p><b>4. prednáška</b> Manažér ako subjekt manažmentu ľudských zdrojov. Predpoklady úspechu v manažérskej pozícii. Štýl práce manažéra. Vzdelávanie a rozvoj manažéra.</p> <p><b>5. prednáška</b> Ovplyvňovanie zamestnancov, moc, právomoc, získavanie zamestnancov pre projektovanie a realizáciu efektívnych zmien.</p> <p><b>6. prednáška</b> Sociálna interakcia a medzosobné správanie, efektívna komunikácia v manažmente ľudských zdrojov.</p> <p><b>7. prednáška</b> Motivácia a stimulácia v riadení ľudských zdrojov, zdroje motivácie a motivačné stratégie v organizáciách.</p> <p><b>8. prednáška</b> Starostlivosť o zamestnancov a komfortizácia pracovného prostredia.</p>
<p><b><u>METHOD OF ASSESSMENT</u></b> Course project, exam, continuous assessment</p>	<p><b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška, priebežné hodnotenie</p>
<p align="center"><b><u>RECOMMENDED READING/ODPORUČENÁ LITERATÚRA</u></b> Price. A. Human Resource Management in Business Context 3rd dition, Soiuth West South Western Cengage Learning, Singapore, 2013, ISBN 45678910-121110</p>	
<p><b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will have acquired the skills to apply the theoretical knowledge of human resource management in practice.</p>	<p><b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti sa naučia aplikovať teoretické poznatky z manažmentu ľudských zdrojov v praxi.</p>
<p><b>UNIT 4.4: Assurance Quality Management and Certification</b> <b>Coordinator: doc.Ing. Zuzana Kapsdorferová, PhD.</b></p>	<p><b>UNIT 4.4: Riadenie kvality a certifikácia</b> <b>Koordinátor: doc.Ing. Zuzana Kapsdorferová, PhD.</b></p>
<p><b><u>AIM</u></b> Quality management course is intended to be an analysis of the quality practices and procedures found in both manufacturing and service companies. The subject focus on the set of activities, which lead to the planning, assurance, improvement and control of quality built into products and services according to contemporary quality systems, TQM and Lean Six Sigma philosophies. Attention is given to such topics as communication, leadership, teamwork and small group processes, and organizational change.</p>	<p><b><u>CIEĽ</u></b> Predmet manažment kvality sa správne pochopenie koncepcie komplexného riadenia kvality produktov. Pozornosť sa sústreďuje na plánovanie, zabezpečenie, zlepšovanie a kontrolu riadenia kvality. Významná časť sa sústreďuje na metódy, techniky a nástroje medzinárodných systémov riadenia. Absolventi sa oboznámia so systémom JIT, Six Sigma, štíhly manažment a iné.</p>
<p><b><u>OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>To understand the TQM concept and principles, tools available to achieve TQM</li> <li>To understand the statistical approach for quality control</li> </ol>	<p><b><u>ÚLOHY</u></b></p> <ol style="list-style-type: none"> <li>Pochopiť koncepciu, princípy a nástroje KRK,</li> <li>Správne chápať štatistický prístup k riadeniu kvality,</li> <li>Orientovať sa na procesné riadenie kvality.</li> </ol>

3. To create an awareness about QMS process and its need for the industries	
<p><b><u>COURSE FORMAT</u></b> The class sessions will be a combination of lectures, internet exercises, project work, and case discussion. Course content will come primarily from the assigned textbooks. Internet content will be incorporated where appropriate.</p>	<p><b><u>FORMÁT KURZU</u></b> Výučba sa realizuje prostredníctvom prednášok a praktických cvičení, na ktorých budú študenti v pracovných skupinách riešiť simulačné situácie a prípadové štúdie.</p>
<p><b><u>COURSE CONTENT</u></b> <b>Introduction</b> Definition of Quality, Dimensions of Quality, Basic concepts of Total Quality Management <b>TQM principles</b> Historical Review, Quality Council, Quality Statements, Deming, Juran, Crosby, Feigenbaum Philosophy, Qualitycosts - Taguchi Quality Loss Function, Barriers to TQM Implementation, Principles of TQM, Leadership – Concepts, Role of Senior Management. <b>Quality planning and assuring</b> Quality Planning - Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits. <b>TQM Tools</b> Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA <b>Quality systems</b> Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 14000 – Concept, Requirements and Benefits, OHSAS 18000, ISO 22 000. <b>Continuous Process Improvement</b> Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure. <b>Statistical process control (SPC)</b>The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma <b>Change management</b> Process of change, Kurt Lewin, Lewin- Schein model of change, Techniques of change.</p>	<p><b><u>OBSAH KURZU</u></b> <b>Vstup do problematiky</b> Definícia kvality a jej základných pojmov <b>TQM princípy</b> História vzniku KRK, Krúžky kvality, Demingova, Juranova, Crosbyho, Feigenbauenova filozofia kvality, japonska škola riadenia, stratová funkcia, Komplexné riadenie kvality <b>Plánovanie a zabezpečenie kvality</b> Metódy plánovania (QFD, VOC, FMEA, a iné) <b>Benchmarking</b> Princípy, metodika a typy benchmarkingu. Benchmarkingový etický kódex. <b>Systémy kvality</b> Systémy zabezpečovania kvality (ISO, HACCP, SVP, OHSAS), japonské systémy riadenia kvality (TPS, TPM, JIT, štíhle riadenie, 5S), americké systémy riadenia (Six Sigma). <b>Zlepšovanie kvality</b> Druhy zlepšovania, Demingov kruh kvality, Juranova trilogia kvality <b>Kontrola kvality</b> Nástroje riadenia kvality <b>Manažment zmien</b> Zmena, podstata, proces a techniky zvládnutia zmeny v podniku. Lewin –Scheinov model zmeny.</p>
<p><b><u>METHOD OF ASSESSMENT</u></b> Course project, exam, continuous assessment</p>	<p><b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška, priebežné hodnotenie</p>
<p align="center"><b><u>RECOMMENDED READING/ODPORUČENÁ LITERATÚRA</u></b> Kapsdorferová, Z. – Komplexné riadenie kvality, Nitra, 2008, 120 s., ISBN 978-80-552-0115-3 Okland, J.S. – Total Quality management, 1995, ISBN 0-7506-212-9</p>	

<p>Recommended reading</p> <p>Walton, M. : The Deming Management Method, Perigee, 1986, 262, pg.ISBN 0399550003, Deming, W. E. – Out of crisis, 2000, ISBN-10:0-262-54115-7</p>	
<p><b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b>  <b>By the conclusion of this course the students will be able to:</b></p> <ol style="list-style-type: none"> <li>1. Define the term Total Quality Management (TQM) and related terms</li> <li>2. Explain the history of the Quality Movement</li> <li>3. Understand how a product or service is designed, produced and delivered to the customer according to the quality management principles.</li> <li>4. Developed an awareness of the issues related to designing and managing quality and related techniques.</li> <li>5. Develop and improve problem solving skills and apply them to quality</li> <li>6. Understand and apply the basic tools of TQM to everyday business problems and practices.</li> <li>7. Demonstrate the ability to work as part of a team.</li> <li>8. Discuss the guidelines for implementing TQM and managing change in work organizations.</li> </ol>	<p><b><u>ZÍSKANÉ ZRUČNOSTI</u></b>  <b>Po absolvovaní predmetu, budú študenti schopní:</b></p> <ol style="list-style-type: none"> <li>1. Definovať pojem Komplexné riadenie kvality</li> <li>2. Vysvetliť históriu a tzv. hnutie kvality</li> <li>3. Navrhnuť produkty podľa potrieb zákazníka a metód plánovania</li> <li>4. Definovať procesné riadenie</li> <li>5. Realizovať kontrolu prostredníctvom nástrojov riadenia</li> <li>6. Pracovať v tíme a riešiť vybrané problémy</li> </ol>
<p><b>UNIT 4.5: International Management in Agribusiness</b></p> <p><b>Coordinator: prof. Ing. Iveta Ubrežiová, PhD.</b></p>	<p><b>UNIT 4.5: Medzinárodný manažment v agropotravinárstve</b></p> <p><b>Koordinátor: prof. Ing. Iveta Ubrežiová, PhD.</b></p>
<p><b><u>THEME</u></b>  <b>International Management and Business</b></p>	<p><b><u>TÉMA</u></b>  <b>Medzinárodný manažment a podnikanie</b></p>
<p><b><u>AIM</u></b>  To enable MBA students to understand the theory of International Management and Business.</p>	<p><b><u>CIEĽ</u></b>  Umožniť študentom pochopiť teóriu medzinárodného manažmentu a podnikania.</p>
<p><b><u>OBJECTIVES</u></b>  To explain and evaluate the activity of the international managers in the several forms of multinational companies and how to do business with regards to the political, economical and cultural environment.</p>	<p><b><u>ÚLOHY</u></b>  Vysvetliť a zhodnotiť aktivity medzinárodných manažérov v rôznych organizačno – právnych formách medzinárodných spoločností s ohľadom ako vykonávať podnikanie v politickom, ekonomickom a kultúrnom prostredí.</p>
<p><b><u>COURSE FORMAT</u></b>  Theoretical and practical exercises, combination of lectures, seminars and case studies.</p>	<p><b><u>FORMÁT KURZU</u></b>  Teoretické a praktické cvičenia, kombinácia prednášok, cvičení a prípadových štúdií.</p>
<p><b><u>COURSE CONTENT</u></b></p> <ol style="list-style-type: none"> <li>1. Introduction to International Management and Business</li> <li>2. International Business Ethics</li> <li>3. Culture in International Business</li> <li>4. Multinational companies and their role in international business environment</li> <li>5. International Strategic Management and Organization</li> <li>6. International Human Resource Management</li> <li>7. Cross Cultural Leadership</li> <li>8. Industrial Democracy</li> </ol>	<p><b><u>OBSAH KURZU</u></b></p> <ol style="list-style-type: none"> <li>1. Úvod do Medzinárodného manažmentu a podnikania</li> <li>2. Medzinárodná podnikateľská etika</li> <li>3. Kultúra v medzinárodnom podnikaní</li> <li>4. Medzinárodné spoločnosti a ich úloha v medzinárodnom podnikateľskom prostredí</li> <li>5. Medzinárodný strategický manažment a organizovanie</li> <li>6. Medzinárodný manažment ľudských zdrojov</li> <li>7. Vedenie v multikultúrnom prostredí</li> <li>8. Priemyselná demokracia</li> </ol>
<p><b><u>METHOD OF ASSESSMENT</u></b>  Course project, exam, continuous assessment</p>	<p><b><u>FORMA HODNOTENIA</u></b>  Seminárny projekt, skúška, priebežné hodnotenie</p>
<p><b><u>RECOMMENDED READING/ODPORUČENÁ LITERATÚRA</u></b></p>	

<p>Ubrežiová, I.-Sedliaková, I.-Ubrežiová, A. (2013). Medzinárodný manažment a podnikanie. Nitra: SPU, 2013, 189 p., ISBN 978-80-552-1109-1</p> <p>Ubrežiová, I. – Gurská, S. 2012. International Management and Entrepreneurship. Nitra: SUA, 2012, 67 p., ISBN 978-80-552-0941-8</p> <p>Hodgets, R.M. – Luthans, F.: International Management: Culture, Strategy and Behavior. The McGraw-Hill Companies, Inc., 2000, 595 p., ISBN 0-07-228282-7</p>	
<p><b>PROFESSIONAL SKILL DEVELOPMENT</b> Students will have acquired the skills to apply the theoretical knowledge of international management and business in practice.</p>	<p><b>ZÍSKANÉ ZRUČNOSTI</b> Študenti sa naučia aplikovať teoretické poznatky z medzinárodného manažmentu a podnikania v praxi.</p>

## 5 ACCOUNTING AND FINANCE

Core Module	5.0	Accounting and Finance	
Courses	5.1	Theoretical basis of Financial Accounting	Ing. Renáta Krajčírová, PhD.
	5.2	IFRS and Financial Statements	Ing. Renáta Krajčírová, PhD.
	5.3	Theory of finance and Corporate finance	Ing. Marián Tóth, PhD.
	5.4	Financial Management and Financial Analysis	Ing. Zuzana Čierna, PhD.

### COURSES DETAILS

<p><b>Unit 5.1: Theoretical basis of Financial Accounting</b> Coordinator: Ing. Renáta Krajčírová, PhD.</p>	<p><b>Unit 5.1: Základy finančného účtovníctva</b> Kordinátor: Ing. Renáta Krajčírová, PhD.</p>
<p><b>THEME</b> This course provides students with knowledge on theoretical basis of financial accounting, including basic terms and definitions. Explain students with the accounting regulatory framework.</p>	<p><b>TÉMA</b> Obsahom predmetu bude štúdium teoretických základov finančného účtovníctva, základné účtovné definície a oboznámenie sa s účtovnými predpismi a účtovnými kategóriami.</p>
<p><b>AIM</b> The aim of this course is to give students information about fundamental questions of accounting theory, its basic parts and clarify accounting categories.</p>	<p><b>CIEĽ</b> Oboznámiť študentov s fundamentálnymi otázkami teórie účtovníctva a objasnenie základných účtovných kategórií.</p>
<p><b>OBJECTIVES</b> Introduce students with the concepts of financial accounting within the categories of accounting entities.</p>	<p><b>ÚLOHY</b> Uviesť študentov do základov finančného účtovníctva a ich aplikácie v praxi.</p>
<p><b>COURSE FORMAT</b> Lectures, seminars</p>	<p><b>FORMÁT KURZU</b> Prednášky, praktické semináre</p>
<p><b>COURSE CONTENT</b></p> <ul style="list-style-type: none"> <li>• Introduction to financial accounting</li> <li>• Accounting regulatory framework</li> <li>• Definition of general terms and definitions</li> <li>• Subjects of the accounting</li> <li>• Principles of double entry bookkeeping</li> </ul>	<p><b>OBSAH KURZU</b></p> <ul style="list-style-type: none"> <li>• Úvod do finančného účtovníctva</li> <li>• Účtovná legislatíva</li> <li>• Základné teoretické pojmy a definície</li> <li>• Účtovné jednotky</li> <li>• Princípy podvojného účtovníctva</li> </ul>
<p><b>METHOD OF ASSESSMENT</b> Course project, exam, continuous assessment</p>	<p><b>FORMA HODNOTENIA</b> Seminárny projekt, skúška, priebežné hodnotenie</p>
<p><b>RECOMMENDED READING</b> Act. no. 431/2002 Coll. on Accounting as amended KOVANICOVÁ: Financial Accounting, 2005, ISBN 80-7273-129-7</p>	<p><b>ODPORUČENÁ LITERATÚRA</b> Zákon č. 431/2002 Z.z. o účtovníctve v znení neskorších predpisov KONANICOVÁ: Finanční účetnictví, 2005, ISBN 80-7273-129-7</p>

<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will acquire the skills to use the principles of financial accounting in practice	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získajú zručnosti využiť princípy finančného účtovníctva v praxi
<b>Unit 5.2: IFRS and Financial Statements</b> <b>Coordinator: Ing. Renáta Krajčírová, PhD.</b>	<b>Unit 5.2: IFRS a účtovná závierka</b> <b>Koordinátor: Ing. Renáta Krajčírová, PhD.</b>
<b><u>THEME</u></b> This course provides students with the International Financial Reporting Standards (IFRSs) and their interpretations. Further, the course provides students with the forms and components of financial statements and audit requirements.	<b><u>TÉMA</u></b> Obsahom predmetu bude oboznámiť študentov s medzinárodnými účtovnými štandardmi a ich interpretácia. Tiež štúdium vecnej a obsahovej štruktúry účtovnej závierky a overenie účtovnej závierky audítorom.
<b><u>AIM</u></b> This course introduces students with the IFRS and presentation of financial statements. The second portion provides students with the preparation of individual financial statements and audit requirements.	<b><u>CIEĽ</u></b> Cieľom kurzu bude oboznámiť študentov s medzinárodnými účtovnými štandardmi a finančnými výkazmi a ich interpretáciou. Ďalej, prípravou individuálnej účtovnej závierky a požiadavkami na overenie účtovnej závierky audítorom.
<b><u>OBJECTIVES</u></b> Introduce students with the international financial accounting and financial statements and its preparation to be able to get new competences in the area of business finance and financial management.	<b><u>ÚLOHY</u></b> Uviest študentov do základov medzinárodného finančného účtovníctva a prípravy účtovnej závierky vo väzbe na aplikácie v podnikovom rozhodovaní a ekonomických analýzach.
<b><u>COURSE FORMAT</u></b> Lectures, seminars	<b><u>FORMÁT KURZU</u></b> Prednášky, praktické semináre
<b><u>COURSE CONTENT</u></b> <ul style="list-style-type: none"> <li>• IFRS – terminology</li> <li>• IFRS – its adoption and interpretation</li> <li>• Preparation of financial statement</li> <li>• Submission of financial statement</li> <li>• Forms and components of financial statements</li> <li>• Audit requirements</li> <li>• Basic information on Corporate income tax</li> </ul>	<b><u>OBSAH KURZU</u></b> <ul style="list-style-type: none"> <li>• IFRS – základná terminológia</li> <li>• IFRS – aplikovanie a ich interpretácia</li> <li>• Príprava účtovnej závierky</li> <li>• Predkladanie účtovnej závierky</li> <li>• Vecná a obsahová štruktúra účtovnej závierky</li> <li>• Overenie účtovnej závierky audítorom</li> <li>• Daň z príjmov právnických osôb</li> </ul>
<b><u>METHOD OF ASSESSMENT</u></b> Course project, exam, continuous assessment	<b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška, priebežné hodnotenie
<b><u>RECOMMENDED READING</u></b> International Financial Reporting Standards, 2013 IFRS Foundation FARKAŠ: Comparison of IFRS and Slovak Accounting Regulation, 2013 KOVANICOVÁ: Financial Accounting, 2005, ISBN 80-7273-129-7	<b><u>ODPORUČENÁ LITERATÚRA</u></b> International Financial Reporting Standards, 2013 IFRS Foundation FARKAŠ: Comparison of IFRS and Slovak Accounting Regulation, 2013 KONANICOVÁ: Finanční účetnictví, 2005, ISBN 80-7273-129-7
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will acquire the skills to use the principles of IFRS in practice, interpret financial statements.	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získajú vedomosti o medzinárodných účtovných štandardoch ich uplatnení v praxi a schopnosť interpretovať účtovnú závierku a finančné výkazy.
<b>Unit 5.3: Theory of finance and Corporate finance</b> <b>Coordinator: Ing. Marián Tóth, PhD.</b>	<b>Unit 5.3: Teória financií a podnikové financie</b> <b>Koordinátor: Ing. Marián Tóth, PhD</b>
<b><u>THEME</u></b> This course provides an introduction to finance, classification and functions of finance, macroeconomic and microeconomic focus of financial policy, financial system, money and its functions, monetary system and	<b><u>TÉMA</u></b> Obsahom predmetu je štúdium podstaty financií, ich členenia a funkcií, makroekonomický a mikroekonomický zástoj finančnej politiky, finančná sústava, peniaze a ich funkcie, menová politika a



<b>policy. The second part focuses on corporate finance, capital structure and financial statements as well as the situation in Slovak agriculture.</b>	<b>sústava. V druhej časti je pozornosť venovaná základným otázkam teórie podnikových financií, finančnej a kapitálovej štruktúre podniku, finančným výkazom ako aj situácii v slovenskom poľnohospodárstve.</b>
<b><u>AIM</u></b> The aim of this course is to give students information about fundamental questions of finance theory and corporate finance	<b><u>CIEĽ</u></b> Oboznámiť študentov s fundamentálnymi otázkami teórie financií a meny, finančnou sústavou a podnikovými financiami.
<b><u>OBJECTIVES</u></b> Introduce students the concepts of finance applied in business financial decisions and economics	<b><u>ÚLOHY</u></b> Uviesť študentov do základov financií vo väzbe na aplikácie v podnikovom rozhodovaní a ekonomických analýzach
<b><u>COURSE FORMAT</u></b> Lectures, seminars	<b><u>FORMÁT KURZU</u></b> Prednášky, praktické semináre
<b><u>COURSE CONTENT</u></b> <ul style="list-style-type: none"> <li>Defining Finance. The Financial System.</li> <li>Banking Systems in Market Economy.</li> <li>The Financial Markets (Segmentation and Instruments).</li> <li>The Key Elements of Corporate Finance.</li> <li>The Time Value of Money.</li> <li>Capital structure</li> <li>Impact of financial market on business finance</li> <li>Structure of Slovak agriculture and financial aspects</li> </ul>	<b><u>OBSAH KURZU</u></b> <ul style="list-style-type: none"> <li>Definovanie financií, finančného systému.</li> <li>Bankový systém v trhovej ekonomike</li> <li>Finančný trh (členenie a nástroje)</li> <li>Základné elementy podnikových financií</li> <li>Časová hodnota peňazí</li> <li>Finančná a kapitálová štruktúra</li> <li>Vplyv finančného trhu na získavanie zdrojov podniku</li> <li>Štruktúra slovenského poľnohospodárstva z finančného hľadiska</li> </ul>
<b><u>METHOD OF ASSESSMENT</u></b> Course project, exam, continuous assessment	<b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška, priebežné hodnotenie
<b><u>RECOMMENDED READING</u></b> Principles of Finance with Excel: Includes CD by Simon Benninga Corporate finance by Richard A. Brealey, Stewart C. Myers, Franklin Allen	<b><u>ODPORUČENÁ LITERATÚRA</u></b> Principles of Finance with Excel: Includes CD by Simon Benninga Corporate finance by Richard A. Brealey, Stewart C. Myers, Franklin Allen
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will acquire skills to use the principles of finance in practice. They are able to analyze the impact of monetary policy on businesses. Students are able to evaluate business performance based on financial statements.	<b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získajú zručnosti využiť princípy financií v praxi. Dokážu analyzovať vplyv menovej politiky na podnik a podnikanie. Študenti sú schopný hodnotiť výkonnosť podniku na základe finančných výkazov.

<b>Unit 5.4: Financial Management and Financial Analysis</b>  <b>Coordinator: Ing. Zuzana Čierna, PhD.</b>	<b>Unit 5.4: Finančný manažment a finančná analýza</b>  <b>Koordinátor: Ing. Zuzana Čierna, PhD.</b>
<b><u>THEME</u></b> Define and characterize tasks of financial management, impact of world financial markets and national economic environment on financial management. The aim of this course is to give students information about fundamental questions of financial analysis.	<b><u>TÉMA</u></b> Definovať a charakterizovať obsah a úlohy finančného manažmentu, pôsobenie svetových finančných trhov a vnútroštátneho ekonomického prostredia na finančný manažment podnikov. Oboznámiť študentov so základnými otázkami finančnej analýzy

<p><b><u>AIM</u></b> Provide students with basics of financial management, investment decision. Students will get knowledge on processes and methods of financial analysis aimed at assessment of financial situation of business in past – financial analysis ex post and prognosis of financial situation in the future – financial analysis ex post, and prognosis of financial situation in the future – financial analysis ex ante.</p>	<p><b><u>CIEĽ</u></b> Cieľom je oboznámiť študentov s problematikou finančného manažmentu a hodnotenia investícií. Absolventi získajú poznatky o postupe a metódach finančnej analýzy zameranej na hodnotenie finančného stavu podniku v minulosti – finančná analýza ex post, a prognózovanie finančného stavu v budúcnosti – finančná analýza ex ante.</p>
<p><b><u>OBJECTIVES</u></b> To define the importance of business analysis aimed at financial and economic analyses. Processes of business analysis, financial analysis and financial and economic analyses of investment project.</p>	<p><b><u>ÚLOHY</u></b> Definovať význam podnikových analýza so zameraním na finančnú a ekonomickú analýzu. Metodické postupy podnikových analýz, zvlášť finančnej analýzy podniku a finančno-ekonomickej analýzy investičného projektu.</p>
<p><b><u>COURSE FORMAT</u></b> Lectures, seminar</p>	<p><b><u>FORMÁT KURZU</u></b> Prednášky, praktické semináre</p>
<p><b><u>COURSE CONTENT</u></b></p> <ul style="list-style-type: none"> <li>• Scope of Financial management,</li> <li>• Investment appraisal</li> <li>• Financial planning</li> <li>• Position of financial and economic analysis in business practice</li> <li>• Financial analysis ex post</li> <li>• Financial analysis ex ante</li> <li>• Analysis of economic efficiency of using production factors</li> <li>• Financial and economic evaluation of investment projects</li> <li>• Financial management in Agriculture</li> </ul>	<p><b><u>OBSAH KURZU</u></b></p> <ul style="list-style-type: none"> <li>• Úlohy finančného manažmentu podniku</li> <li>• Hodnotenie investícií</li> <li>• Finančné plánovanie</li> <li>• Postavenie finančno-ekonomických analýz v podnikovej riadiacej praxi.</li> <li>• Finančná analýza ex post,</li> <li>• Metódy prognóz finančného stavu podniku – finančná analýza ex ante,</li> <li>• Analýza ekonomickej efektívnosti využitia výrobných faktorov,</li> <li>• Finančno-ekonomické hodnotenie investičných projektov</li> <li>• Finančný manažment v poľnohospodárstve</li> </ul>
<p><b><u>METHOD OF ASSESSMENT</u></b> Course project, exam, continuous assessment</p>	<p><b><u>FORMA HODNOTENIA</u></b> Seminárny projekt, skúška, priebežné hodnotenie</p>
<p><b><u>RECOMMENDED READING</u></b> <b>Foundations of Financial Management</b>, Stanley B. Block, Geoffrey A. Hirt, 12th ed., New York: McGrawHill, Inc., 2008. <b>Finančný manažment</b>, J. Kráľovič, K. Vlachynský, IURA Edition, 2006, ISBN 80-8078-042-0 BIELIK, P.: Business Economy. Nitra: SPU, 2006. 319 s. ISBN 80-8069-698-5 GURČÍK, Ľ. Business analysis and controlling. Nitra: SPU, 2004. 158 s. ISBN 80-8069-449-4 NEUMAIEROVÁ, I.-NEUMAIER, I.: Performance and market value of the firm. Praha: Grada publishing, 2002. ISBN 80-247-0125-1 ZALAI, K.: Financial and economic analysis of business. Bratislava: Sprint, 2002 ISBN 80-88848-94-6 ROBERT C. HIGGINS: Analysis for Financial Management. New York, 2004, ISBN 0-07-253656-X</p>	<p><b><u>ODPORUČENÁ LITERATÚRA</u></b> <b>Foundations of Financial Management</b>, Stanley B. Block, Geoffrey, A. Hirt, 12th ed., New York: McGrawHill, Inc., 2008. <b>Finančný manažment</b>, J. Kráľovič, K. Vlachynský, IURA Edition, 2006, ISBN 80-8078-042-0BIELIK, P.: Podnikové hospodárstvo. Nitra: SPU, 2006. 319 s. ISBN 80-8069-698-5 GURČÍK, Ľ. Podnikateľská analýza a kontroling. Nitra: SPU, 2004. 158 s. ISBN 80-8069-449-4 NEUMAIEROVÁ, I.-NEUMAIER, I.: Výkonnosť a tržní hodnota firmy. Praha: Grada publishing, 2002. ISBN 80-247-0125-1 ZALAI, K.: Finančno-ekonomická analýza podniku. Bratislava: Sprint, 2002 ISBN 80-88848-94-6 ROBERT C. HIGGINS: Analysis for Financial Management. New York, 2004, ISBN 0-07-253656-X</p>
<p><b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will acquire the skills to use the theory of financial management in practice. They also are able to measure and evaluate business performance.</p>	<p><b><u>ZÍSKANÉ ZRUČNOSTI</u></b> Študenti získajú zručnosti využiť teóriu finančného manažmentu pre prax. Sú schopní hodnotiť výkonnosť podniku.</p>

## 6 SUSTAINABLE AGRICULTURE AND RURAL DEVELOPMENT

<b>Elective Module/ Courses</b>	<b>6.0</b>	<b>SUSTAINABLE AGRICULTURE AND RURAL DEVELOPMENT</b>	
	<b>6.1</b>	<b>Strategies and Models of Rural and Agricultural Sustainability</b>	<b>doc. Mgr. Ing. Danka Moravčíková, PhD., prof. Ing. Pavol Schwarcz, PhD.</b>
	<b>6.2</b>	<b>Reformed EU Rural Development Policy and Common Agricultural Policy for Period 2014-2020</b>	<b>Doc. dr. sc. Josip Juračak, prof. Ing. Pavol Schwarcz, PhD.</b>
	<b>6.3</b>	<b>Entrepreneurship and SMEs in Agribusiness and Rural Areas</b>	<b>Doc. dr. sc. Josip Juračak</b>
	<b>6.4</b>	<b>Innovations in Rural development and Agriculture</b>	<b>doc. Mgr. Ing. Danka Moravčíková, PhD.</b>

<b>AIM</b> To teach students to understand the relations between agriculture and rural development within policy schemes and existing support tools.	<b>CIEĽ</b> Naučiť študentov porozumieť vzťahom medzi poľnohospodárstvom a rozvojom vidieka v rámci politických schém a existujúcich podporných nástrojov.
<b>OBJECTIVES</b> To introduce students changing paradigmas of rural and agricultural sustainability and their reflexion in RDP and CAP, and to explain the position and importance of small and middle entrepreneurship and innovations in rural economy.	<b>CIELE</b> Predstaviť študentom meniace sa paradigmy udržateľnosti vidieka a poľnohospodárstva a ich reflexiu v programoch rozvoja vidieka a v spoločnej poľnohospodárskej politike, ako aj vysvetliť pozíciu a dôležitosť malého a stredného podnikania a inovácií vo vidieckej ekonomike.
<b>MODULE FORMAT</b> Theory and practical exercises/case studies	<b>FORMÁT MODULU</b> Teória a praktické cvičenia/prípadové štúdie
<b>MODULE CONTENT</b> Strategies and Models of Rural and Agricultural Sustainability: <ul style="list-style-type: none"> <li>European agriculture and reforms of CAP</li> <li>Food and agriculture systems</li> <li>Policies and programmes of rural development: context and changing paradigmas</li> </ul> Reformed EU Rural Development Policy and Common Agricultural Policy for Period 2014-2020: <ul style="list-style-type: none"> <li>Pillars and indicators of RDP</li> <li>Pillars and indicators of CAP</li> </ul> Entrepreneurship and SMEs in Agribusiness and Rural Areas: <ul style="list-style-type: none"> <li>Rural entrepreneurship</li> <li>SMEs in rural areas</li> <li>Supporting policies for rural entrepreneurship</li> <li>Rural development in the EU</li> </ul> Innovations in Rural development and Agriculture: <ul style="list-style-type: none"> <li>Major innovations in rural development and agriculture</li> <li>Actors of innovation and innovation strategies</li> <li>Key challenges</li> </ul>	<b>OBSAH MODULU</b> Stratégie a modely udržateľnosti vidieka a poľnohospodárstva: <ul style="list-style-type: none"> <li>Európske poľnohospodárstvo a reformy SPP</li> <li>Potravinové a poľnohospodárske systémy</li> <li>Politiky a program rozvoja vidieka: kontext a meniace sa paradigmy</li> </ul> Reformovaná Európska Politika rozvoja vidieka a Spoločná poľnohospodárska politika pre obdobie 2014-2020: <ul style="list-style-type: none"> <li>Piliere a indikátory PRV</li> <li>Piliere a indikátory SPP</li> </ul> Podnikanie a MSP v agrobiznise a vo vidieckych oblastiach: <ul style="list-style-type: none"> <li>Vidiecke podnikanie</li> <li>MSP vo vidieckych oblastiach</li> <li>Podporné politiky pre vidiecke podnikanie</li> <li>Rozvoj vidieka v EÚ</li> </ul> Inovácie v rozvoji vidieka a v poľnohospodárstve: <ul style="list-style-type: none"> <li>Hlavné inovácie v rozvoji vidieka a v poľnohospodárstve</li> <li>Aktéri inovácií a inovačné stratégie</li> <li>Kľúčové výzvy</li> </ul>
<b>METHOD OF ASSESSMENT</b> Essay based on concrete assignment	<b>FORMA HODNOTENIA</b> Esej založená na konkrétnych zadaniach
<b>RECOMMENDED READING</b> Sustainability of the agri-food system: Strategies and Performances. Proceedings of the 50th SIDEA Conference Lecce, Chiostro dei Domenicani, 26-28 September 2013, Edited by Bernardo C. de Gennaro Gianluca Nardone. Solutions for Sustainable Agriculture and Food Systems. Technical report for the Post-2015 development agenda prepared by the Thematic Group on Sustainable Agriculture and Food Systems of the Sustainable Development Solutions Network.	<b>ODPORUČENÁ LITERATÚRA</b> Sustainability of the agri-food system: Strategies and Performances. Proceedings of the 50th SIDEA Conference Lecce, Chiostro dei Domenicani, 26-28 September 2013, Edited by Bernardo C. de Gennaro Gianluca Nardone. Solutions for Sustainable Agriculture and Food Systems. Technical report for the Post-2015 development agenda prepared by the Thematic Group on Sustainable Agriculture and Food Systems of the Sustainable Development Solutions Network.

Think big. Go small. Adapting business models to incorporate smallholders into supply chains. Oxfam International in the 'Briefings for Business' series.	Think big. Go small. Adapting business models to incorporate smallholders into supply chains. Oxfam International in the 'Briefings for Business' series.
<b><u>PROFESSIONAL SKILL DEVELOPMENT</u></b> Students will achieve the skills to use obtained knowledge in business and strategic decision making.	<b><u>ZÍSKANÉ ODBORNÉ ZRUČNOSTI</u></b> Študenti získajú zručnosti využiť nadobudnuté poznatky v podnikaní a strategickom rozhodovaní.