

SLOVAK UNIVERSITY OF AGRICULTURE IN NITRA



**International MBA in
Agribusiness and Commerce**



S T U D E N T' S H A N D B O O K



- 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.

NITRA 2017



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

93-100 %	A (1) excellent	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.
86-92%	B (1,5) very good	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.
79-85%	C (2) good	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.
72-78%	D (2,5) satisfactory	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.
64-71%	E (3) sufficient	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.
Less than 63%	FX	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 Slovak University 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

MBA Chairman

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

Course Administrator

PaedDr. Irena Felixová

Telephone

+42137 6414550

e-mail:

Irena.Felixova@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

PaedDr. Irena Felixová

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 Koščiarová, PhD.
Ing. Johana Paluchová, PhD.
prof. Marija Cerjak (University of Zagreb)

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

prof.h.c.doc. Ing. Mária Kadlecíková, 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 Prokeinová, 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 Kadlecíková, CSc; Ing. Veronika Hrda, PhD.
- **Strategic management in agribusiness:** Ing. Tereza Balcarová, PhD.
- **Human resource management in agribusiness:** prof.h.c.doc. Ing. Mária Kadlecíková, 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 Resources, Computer Data Processing, Business Modeling and Social Networks.

Courses:

- **Information resources:** Mgr. Beáta Bellérová, PhD.
- **Computer data processing:** PaedDr. Peter Polakovič, PhD., Ing. Marcela Hallová, PhD.
- **Business modeling:** Ing. Martina Hanová, PhD., Ing. Renáta Benda Prokeinová, 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

UNIT 1.1: Introduction to Economic Policy Coordinator: prof. Wim Heijman	UNIT 1.1: Úvod do hospodárskej politiky Koordinátor: prof. Wim Heijman
THEME Economic Policy	TÉMA Hospodárska politika
AIM 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	CIEĽ Naučiť srozišovať medzi mikro a makroekonómiou, 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.
OBJECTIVES 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.	ÚLOHY Predmet poskytuje informácie o úrovkých mierach, inflácii, výmenných kurzov, ekonomickom raste, nezamestnanosti a o determinantoch ekon. aktivít a ich vplyv na ekonomicke subjekty trhu.
COURSE FORMAT Lectures and case studies	FORMÁT KURZU Prednášky a prípadové štúdie
COURSE CONTENT 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	OBSAH KURZU 1. Úvod 2. Ciele hospodárskej politiky 3. Nástroje hospodárskej politiky 4. Hospodárska politika z pohľadu Tinbergena. 5. Hodnotenie ekonomickej aktivity

METHOD OF ASSESSMENT Case study analysis, exam, continuous assessment	FORMA HODNOTENIA Analýza príp. štúdie, skúška, priebežné hodnotenie
RECOMMENDED READING/ODPORUČENÁ LITERATÚRA	
Romer, Advanced Macroeconomics Krugman, Obstfeld, International Economics Robert Frank, Ben Bernanke, Principles of Economics	
PROFESSIONAL SKILL DEVELOPMENT To collect, process and analyse macroeconomic data	ZÍSKANÉ ZRUČNOSTI Zber, spracovanie a analýza ekonomických údajov
UNIT 1.2: Business Economics in practice Coordinator: doc. Ing. Natália Turčeková, PhD.	UNIT 1.2: Ekonomika podnikov v praxi Koordinátor: doc. Ing. Natália Turčeková, PhD.
THEME Business Economics in practice	TÉMA Ekonomika podnikov v praxi
AIM 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.	CIEĽ Ekonomika podniku kladie dôraz na využitie základných ekonomickej teórii a ich uplatnenie v rozhodovaní v podniku. Predmet zahrňuje najdôležitejšie makroekonomickej a mikroekonomickej koncepcie, ktoré sú dôležité pre manažerske rozhodnutia. Primárnym cieľom predmetu je rozvinúť u študentov vedomosti a pochopiť ekonomiku tak, aby ich riadenie bolo efektívne
OBJECTIVES To teach students what has economics got to do with business and why do students heading for a business career need to study economics.	ÚLOHY Naučiť študentov, čo má ekonomika robiť v podniku a aké ekonomicke vedomosti potrebujú pre riadenie podniku
COURSE FORMAT Lectures and case studies	FORMÁT KURZU Prednášky a prípadové štúdie
COURSE CONTENT <ol style="list-style-type: none"> 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 	OBSAH KURZU <ol style="list-style-type: none"> 1. Teória firmy 2. Výkazsúvaha a výkazzisku 3. Podstataprodukčnej funkcie 4. Analýzanaďlakov v krátkom a dlhomobdobí 5. Tržby podniku v rozdielnych formách konkurencie 6. Analýzaboduzvratu 7. Prevádzková, finančná a celková páka 8. Maximalizácia zisku v rozdielnych formách konkurencie 9. Determinanty kapitálovej struktúry podniku 10. Metodológia ekonomickej efektívnosti 11. Tok peňažných prostriedkov, výkaz toku peňažných prostriedkov
METHOD OF ASSESSMENT Case study analysis, exam, continuous assessment	FORMA HODNOTENIA Analýza príp. štúdie, skúška, priebežné hodnotenie
RECOMMENDED READING/ODPORUČENÁ LITERATÚRA	

BIELIK, P. -- TURČEKOVÁ, N. <i>Podnikové hospodárstvo</i> . 1. vyd. Nitra : Slovenská poľnohospodárska univerzita, 2013. 414 s. ISBN 978-80-552-1028-5 (viaz.).	
Trefor Jones: The Business Economics and Managerial Decision Making, JohnWiley and SonsLtd, 2004. ISBN 10 0471486744	
<u>PROFESSIONAL SKILL DEVELOPMENT</u> Students will have acquired the skills which are necessary for understanding the links between business and economics	<u>ZÍSKANÉ ZRUČNOSTI</u> Študenti získavajú požadované vedomosti, ktoré sú potrebné pre pochopenie súvislostí medzi podnikom a ekonomikou
UNIT 1.3 Agricultural Economics Coordinator: doc. Ing. Daniela Hupková, PhD.	UNIT 1.3 Ekonomika poľnohospodárstva Koordinátor: doc. Ing. Daniela Hupková, PhD.
THEME Agricultural Economics Production	TÉMA Ekonomika poľnohospodárskej produkcie
AIM 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.	CIEĽ 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.
OBJECTIVES 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.	ÚLOHY 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.
COURSE FORMAT Lectures and practice exercise	FORMÁT KURZU Prednášky a praktické cvičenia
COURSE CONTENT 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	OBSAH KURZU 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

8. Agricultural Negotiations Backgrounder, the development of Agricultural Policies	7. Úloha štátu v ekonomike pol'nohospodárstva - pol'nohospodárstvo v meniacom sa hospodárstve 8. Vývoj pol'nohospodárskych politík
METHOD OF ASSESSMENT Course project, exam, continuous assessment	FORMA HODNOTENIA Seminárny projekt, skúška, priebežné hodnotenie

RECOMMENDED READING/ ODPORUČENÁ LITERATÚRA

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

PROFESSIONAL SKILL DEVELOPMENT Students will have acquired the skills which are necessary for understanding the links between agriculture, agrisector and applied economics.	ZÍSKANÉ ZRUČNOSTI Študenti získajú vedomosti, ktoré sú potrebné pre pochopenie súvislostí medzi pol'nohospodárstvom, agrosektorem a aplikovanou ekonómiou
UNIT 1.4: Business Law in Practice Coordinator: prof. JUDr. Anna Bandlerová, PhD.	UNIT 1.4: Obchodné právo v praxi Koordinátor: prof. JUDr. Anna Bandlerová, PhD.
THEME Business Law in Practice	TÉMA Obchodné právo v praxi
AIM 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.	CIEĽ Poskytnúť poslucháčom teoretické poznatky o právnej úprave podnikania a obchodných záväzkových vzťahov. Prostredníctvom aktuálnych problémov poukázať na ich praktickú aplikáciu v konkrétnych obchodných vzťahoch.
OBJECTIVES 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.	ÚLOHY 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.
COURSE FORMAT Lectures and application of theoretical knowledge on concrete examples	FORMÁT KURZU Prednášky a aplikácia teoretických poznatkov na konkrétnych príkladoch
COURSE CONTENT <ol style="list-style-type: none"> 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 	OBSAH KURZU <ol style="list-style-type: none"> 1. Právne formy podnikania v SR a EU 2. Zmluvné vzťahy-uzatváranie obchodných zmlúv, podstatné a vedľajšie náležitosti typových obchodných zmlúv, podmienky platnosti inominátnych obchodných zmlúv

	3. Praktická aplikácia ustanovení obchodného zákonníka v konkrétnych obchodných vzťahoch
METHOD OF ASSESSMENT Seminar project, ongoing evaluation, examination	FORMA HODNOTEŇIA Seminárny projekt, priebežné hodnotenie, skúška
RECOMMENDED READING/ ODPORUČENÁ LITERATÚRA	
<p>Mojmír Mamojka : Zmluvné umenie v obchodnom práve,2014, Vydavateľstvo: WoltersKluwer , 2014 Klára Hurýchová - vyd. VŠEHRD Spolek českých právníků :Postavení podnikatele v závazkověprávnych 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>Dorresteijn, 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>	
PROFESSIONAL SKILL DEVELOPMENT Ability to apply theoretical knowledge in practice in the area of commercial law relations	
UNIT 1.5: Agri-food supply chain Coordinator: Ing. Zuzana Lajdová, PhD.	
THEME Linkages in agri-food supply chain	
AIM 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.	
OBJECTIVES The course introduces students to major theoretical and practical concepts explaining vertical coordination in agri-food supply chains.	
COURSE FORMAT Lectures, practical exercises, case studies	
COURSE CONTENT - Agri-food supply chain	
ZÍSKANÉ ZRUČNOSTI Schopnosť aplikovať teoretické poznatky v praxi v oblasti obchodnoprávnych vzťahov	
UNIT 1.5:Agropotravinársky reťazec Koordinátor: Ing. Zuzana Lajdová, PhD.	
TÉMA Dodávateľsko-odberateľské vzťahy v agropotravinárskom sektore	
CIEL Cieľom kurzu je poskytnúť študentom poznatky o problematike agropotravinárskeho reťazca, vertikálnej koordinácii 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, zákonej jednej ceny a cenovej asymetrii. Kurz tiež zahŕňa informácie týkajúce sa rozdelenia obchodných marží v dodávateľsko-odberateľskom reťazci.	
ÚLOHY Predstaviť študentom teoretické a praktické aspekty dodávateľsko-odberateľského reťazca v rámci potravinovej vertikály.	
FORMAT KURZU Prednášky, praktické cvičenia, prípadové štúdie	
OBSAH KURZU - Agropotravinársky reťazec	

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

2 MARKETING AND TRADE

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

COURSE DETAILS

2.1 Marketing in Business Practice Coordinator/teachers: prof. Ing. Ľudmila Nagyová, PhD. Ing. Zdenka Kádeková, PhD. Ing. Ingrida Košičiarová, PhD.	2.1 Marketing v podnikateľskej praxi Koordinátor/učitelia: prof. Ing. Ľudmila Nagyová, PhD. Ing. Zdenka Kádeková, PhD. Ing. Ingrida Košičiarová, PhD.
THEME Marketing and Marketing mix in the Business Practice	TÉMA Marketing a marketingový mix v podnikateľskej praxi
AIM The aim of the course is to provide complex information about the marketing, its historical background, marketing mix and its elements, product	CIEĽ 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.	
OBJECTIVES Proposal of practical use of marketing mix elements in the business practice.	ÚLOHY Návrh praktického využitia nástrojov marketingového mixu v podnikateľskej praxi.
COURSE FORMAT Lectures, Case studies, project presentation	FORMÁT KURZU Prednášky, prípadové štúdie, prezentácia projektu
COURSE CONTENT <ol style="list-style-type: none"> Marketing Marketing mix Product and product policy Price and price policy Distribution policy, distribution channels and intermediaries Communication policy 	Obsah kurzu <ol style="list-style-type: none"> Marketing Marketing mix Výrobok a výrobkovápolitika Cena a cenovápolitika Distribučnápolitika, distribučnékanály a sprostredkovatelia Komunikačnápolitika
METHOD OF ASSESSMENT The project and its presentation, written or oral exam, continuous assessment	METÓDA HODNOTENIA Projekt a jeho prezentácia, písomná, prípadne ústna skúška, priebežné hodnotenie
RECOMMENDED READING <ol style="list-style-type: none"> 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 G. Armstrong – P. Kotler. 2014. <i>Marketing: AnIntroduction</i> (12th Edition). PrenticeHall. 2014. 672 p. ISBN-13: 978-0133451276 P. T. Kotler – G. Armstrong. 2013. <i>Principles of Marketing</i>. 15th edition. PrenticeHall. 2013. 720 p. ISBN-13: 978-0133084047 P. Kotler – K. L. Keller. 2011. <i>Marketing Management</i>. 14th edition. PrenticeHall. 2011. 816 p. ISBN-13: 978-0132102926 CH. W. Lamb – J. F. Hair – C. McDaniel. 2015. <i>MKTG</i>. 9th edition. South-Western CollegePub. 2015. 432 p. ISBN-13: 978-1285860169 	ODPORÚČANÁ LITERATÚRA <ol style="list-style-type: none"> 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 G. Armstrong – P. Kotler. 2014. <i>Marketing: AnIntroduction</i> (12th Edition). PrenticeHall. 2014. 672 p. ISBN-13: 978-0133451276 P. T. Kotler – G. Armstrong. 2013. <i>Principles of Marketing</i>. 15th edition. PrenticeHall. 2013. 720 p. ISBN-13: 978-0133084047 P. Kotler – K. L. Keller. 2011. <i>Marketing Management</i>. 14th edition. PrenticeHall. 2011. 816 p. ISBN-13: 978-0132102926 CH. W. Lamb – J. F. Hair – C. McDaniel. 2015. <i>MKTG</i>. 9th edition. South-Western CollegePub. 2015. 432 p. ISBN-13: 978-1285860169
PROFESSIONAL SKILL DEVELOPMENT Students will acquire the information and practical skills in the use of marketing and marketing mix elements in the business practice.	ZÍSKANÉ ZRUČNOSTI Študenti nadobudnú informácie a praktické skúsenosti vo využívaní marketing a nástrojov marketingového mixu v podnikateľskej praxi.

2.2 Market research and innovative research techniques Coordinator/teachers: prof. Ing. Ľudmila Nagyová, PhD. Ing. Jakub Berčík, PhD.	2.2 Marketingový výskum a inovatívne výskumné techniky Koordinátor/učitelia: prof. Ing. Ľudmila Nagyová, PhD. Ing. Jakub Berčík, PhD.
THEME Market research and innovative research techniques.	TEMA Marketingový výskum a inovatívne výskumné techniky.
AIM The aim is to provide students a complex view of marketing research in marketing decision making throughout the process of decision-making	CIEĽ 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.
<u>OBJECTIVES</u> Implementation of marketing research of the select commodities at the select market through the conventional and innovative techniques.	<u>ÚLOHY</u> Realizácia marketingového výskumu vybraných komodít na vybranom trhu prostredníctvom tradičných a inovatívnych techník.
<u>COURSE FORMAT</u> Lectures, Case studies, project presentation.	<u>FORMÁT KURZU</u> Prednášky, prípadové štúdie, prezentácia projektu.
<u>COURSE CONTENT</u> <ol style="list-style-type: none"> Marketing environment Firm and information Methods of marketing research Research methods - traditional (interview, personal interview, experiment) and innovative (internet research, basic methods of investigation in neuromarketing) The practical application of neuromarketing in marketing research Selected applications of marketing research 	<u>OBSAH KURZU</u> <ol style="list-style-type: none"> Marketingové prostredie Firma a informácie Metodika marketingového výskumu Metódy výskumu – tradičné (opytovanie, osobný rozhovor, experiment) a inovatívne (internetový výskum, základné metódy skúmania v neuromarketingu) Praktické uplatnenie neuromarketingu v marketingovom výskume Vybrané aplikácie marketingového výskumu
<u>METHOD OF ASSESSMENT</u> The project and its presentation, written or oral exam, continuous assessment.	<u>METÓDA HODNOTENIA</u> Projekt a jeho prezentácia, písomná, prípadne ústna skúška, priebežné hodnotenie.
<u>RECOMMENDED READING</u> <ol style="list-style-type: none"> P. Bielik et al. 2014. Agribusiness and commerce. 1st ed. Nitra : Slovak University of Agriculture, 2014. 402 s. ISBN : 978-80-552-1161-9 C. D. McDaniel – R. H. Gates. 1995. <i>Marketing Research Essentials</i>. John Wiley&Sons. 1995. 507 p. ISBN-13: 978-0470169704 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 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 P. Underhill. 2008. Why We Buy: The Science of Shopping. Simon& Schuster. 2008. 320 p. ISBN-13: 978-1416595243 H. Sorensen. 2009. <i>Inside the Mind of the Shopper: The Science of Retailing</i>. FT Press. 2009. 256 p. ISBN-13: 978-0134385907 	<u>ODPORÚČANÁ LITERATÚRA</u> <ol style="list-style-type: none"> P. Bielik et al. 2014. Agribusiness and commerce. 1st ed. Nitra : Slovak University of Agriculture, 2014. 402 s. ISBN : 978-80-552-1161-9 C. D. McDaniel – R. H. Gates. 1995. <i>Marketing Research Essentials</i>. John Wiley&Sons. 1995. 507 p. ISBN-13: 978-0470169704 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 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 P. Underhill. 2008. Why We Buy: The Science of Shopping. Simon& Schuster. 2008. 320 p. ISBN-13: 978-1416595243 H. Sorensen. 2009. <i>Inside the Mind of the Shopper: The Science of Retailing</i>. FT Press. 2009. 256 p. ISBN-13: 978-0134385907
<u>PROFESSIONAL SKILL DEVELOPMENT</u> Students gain theoretical knowledge and practical experience in the area of marketing research as well as selecting and applying appropriate classic and	<u>ZÍSKANÉ ZRUČNOSTI</u> Študenti získajú teoretické vedomosti a praktické skúsenosti v oblasti marketingového výskumu, ako aj výbere a aplikácií vhodných klasických a

operating at various markets from viewpoint of their economic development	
---	--

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

2.5 Modern approaches to marketing communication, retailing and services Coordinator/teachers prof. Ing. Ludmila Nagyová, PhD. Ing. Ingrida Košičiarová, PhD. Ing. Johana Paluchová, PhD.	2.5 Moderné prístupy k marketingovej komunikácii, maloobchodu a službám Koordinátor/učitelia prof. Ing. Ludmila Nagyová, PhD. Ing. Ingrida Košičiarová, PhD. Ing. Johana Paluchová, PhD.
THEME Marketing communication and New trends in Marketing communication. Services marketing.	TÉMA Marketingová komunikácia a Nové trendy v marketingovej komunikácii. Marketing služieb.
AIM 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.	CIEĽ Cieľom je poskytnúť komplexné informácie o efektívnom využívaní základných, ale i nových nástrojov marketingovej komunikácie (reklama, práca s verejnou, 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.
OBJECTIVES 1. Proposal of practical use of marketing communication tools, their efficiency and effective cost planning for different communication tools. 2. Proposal of practical use of marketing tools in the field of services.	ÚLOHY 1. Návrh praktického využitia nástrojov marketingovej komunikácie, ich účinnosti, ako aj efektívneho využitia nákladov na jednotlivé nástroje. 2. Návrh praktického využitia nástrojov marketingu v oblasti služieb.
COURSE FORMAT Lectures, Case studies, project presentation.	FORMÁT KURZU Prednášky, prípadové štúdie, prezentácia projektu.
COURSE CONTENT 1. Marketing communication 2. Integrated Marketing communication 3. Advertising 4. Public relations 5. Sales promotion 6. Personal selling 7. Direct marketing and on-line marketing 8. Trade fairs and exhibitions 9. Event marketing 10. E-communication 11. New trends in marketing communication 12. Services Marketing 13. Marketing mix in services 14. New trends in marketing of services.	OBSAH KURZU 1. Marketingová komunikácia 2. Integrovaná marketingová komunikácia 3. Reklama 4. Práca s verejnou 5. Podpora predaja 6. Osobný predaj 7. Priamy marketing a online marketing 8. Výstavy a veľtrhy 9. Event marketing 10. E-komunikácia 11. Nové trendy v marketingovej komunikácii 12. Marketing služieb 13. Marketingový mix v službách 14. Nové trendy v marketingu služieb.
METHOD OF ASSESSMENT Project, exam, continuous assessment	METÓDA HODNOTENIA Projekt, skúška, priebežné hodnotenie
RECOMMENDED READING 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. L. Eagle – S. Dahl – B. Czarnecka – J. Lloyd. 2014. <i>Marketing Communications</i> . Routledge. 2014. 444 p. ISBN-13: 978-0415507714	ODPORÚČANÁ LITERATÚRA 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. L. Eagle – S. Dahl – B. Czarnecka – J. Lloyd. 2014. <i>Marketing Communications</i> . Routledge. 2014. 444 p. ISBN-13: 978-0415507714

3. J. Egan. 2007. <i>Marketing Communications</i> . CengageLearning EMEA. 2017. 486 p. ISBN-13: 978-1844801213	3. J. Egan. 2007. <i>Marketing Communications</i> . CengageLearning EMEA. 2017. 486 p. ISBN-13: 978-1844801213
4. A. Ries – J. Trout. 2001. <i>Positioning: TheBattleforYourMind: How to BeSeen and Heard in theOvercrowded Marketplace</i> . McGraw-HillCompanies. 213 p. ISBN-13: 978-0071373586	4. A. Ries – J. Trout. 2001. <i>Positioning: TheBattleforYourMind: How to BeSeen and Heard in theOvercrowded Marketplace</i> . McGraw-HillCompanies. 213 p. ISBN-13: 978-0071373586
5. A. J. Kimmel. 2005. <i>Marketing Communication. New Approaches, Technologies and Styles</i> . Oxford. 2005. 320 p. ISBN: 978-0-19-927694-3	5. A. J. Kimmel. 2005. <i>Marketing Communication. New Approaches, Technologies and Styles</i> . Oxford. 2005. 320 p. ISBN: 978-0-19-927694-3

3 BUSINESS INFORMATICS FOR AGRIBUSINESS

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

COURSE DETAILS

Core Course: 3. Business Informatics for Agribusiness Unit 3.1 Information Resources Coordinator: Mgr. Beáta Bellérová, PhD.	Manažérská informatika v agropodnikaní Unit 3.1 Informatívne zdroje Koordinátor: Mgr. Beáta Bellérová, PhD.
THEME Information skills for business and practice	TÉMA Informatívne zručnosti pre podnikanie a prax
AIM 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.	CIEL Kurz je zameraný na zlepšenie informačných zručností, najmä schopností vyhľadávať odborné informácie, posudzovať kvalitu a kvalitu ich zdrojov a korektnie ich používať. Osobitne sa zameria na informačné zdroje v ich rozmanitosti. V menšej miere sa venuje aj problematike práv duševného vlastníctva.
COURSE FORMAT Theoretical approaches, discussion in groups, practical exercises	FORMÁT KURZU Teoretické prístupy, diskusia v skupinách, praktické cvičenia
COURSE CONTENT - Information overload, information needs and behaviour - Methods and forms of information retrieval in digital environment	OBSAH KURZU - Informačné preťaženie, informačné potreby a správanie - Metódy a formy vyhľadávania informácií v digitálnom prostredí

<ul style="list-style-type: none"> - Electronic information resources - Intellectual property rights 	<ul style="list-style-type: none"> - Elektronické informačné zdroje - Práva duševného vlastníctva
<p>METHOD OF ASSESSMENT</p> <p>Project</p> <p>RECOMMENDED READING:</p> <p>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: http://dx.doi.org/10.1108/00220410810867588</p> <p>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: http://dx.doi.org/10.1108/14684521011084609</p> <p>Tenopir, C. (2008). Online systems for information access and retrieval. <i>Library Trends</i>, 56(4), 816-829. Retrieved from http://search.proquest.com/docview/220446094?accountid=59680</p>	<p>FORMA HODNOTENIA</p> <p>Projekt</p> <p>ODPORÚČANÁ LITERATÚRA:</p> <p>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: http://dx.doi.org/10.1108/00220410810867588</p> <p>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: http://dx.doi.org/10.1108/14684521011084609</p> <p>Tenopir, C. (2008). Online systems for information access and retrieval. In <i>Library Trends</i>, 56(4), 816-829. Retrieved from http://search.proquest.com/docview/220446094?accountid=59680</p>
<p>PROFESSIONAL SKILL DEVELOPMENT</p> <p>Improving information skills - targeted and efficient search and retrieval of information, their ethical use.</p>	<p>ZÍSKANÉ ZRUČNOSTI</p> <p>Zlepšenie informačných zručností – cielené a racionalne vyhľadávanie a získavanie informácií, ich korektné používanie.</p>

<p>Core Module: 3. Business Informatics in Agribusiness</p> <p>Unit 3.2: Computer Data Processing</p> <p>Coordinator: Ing. Marcela Hallová, PhD., PaedDr. Peter Polakovič, PhD.</p>	<p>Manažérská informatika v agropodnikaní</p> <p>Unit 3.2: Počítačové spracovanie informácií</p> <p>Koordinátor: Ing. Marcela Hallová, PhD., PaedDr. Peter Polakovič, PhD.</p>
<p>THEME</p> <p>Computer Data Processing</p>	<p>TÉMA</p> <p>Počítačové spracovanie informácií</p>
<p>AIM</p> <p>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.</p>	<p>CIEĽ</p> <p>Cieľom kurzu je rozšíriť frekventantom vedomosti a zručnosti 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.</p>
<p>OBJECTIVES</p> <p>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.</p>	<p>ÚLOHY</p> <p>Predstaviť kancelárske aplikácie MS Access 2010, MS Excel 2010 a MS Project 2010 ako nástroje pre tvorbu a spravovanie databáz, spracovanie údajov na vyššej úrovni a tvorbu projektov.</p>
<p>COURSE FORMAT</p> <p>Theory and practice exercise</p>	<p>FORMÁT KURZU</p> <p>Prednášky a praktické cvičenia</p>
<p>COURSE CONTENT</p> <ul style="list-style-type: none"> • MS Access 2010– Basics of database software. • MS Access 2010– Creating tables, queries, forms and reports. • MS Excel 2010– formulas, functions, charts and advanced charts techniques. • MS Excel 2010– Working with lists, converting lists into tables • MS Excel 2010 – Pivot tables • MS project 2010 – introduction to project management and basic program operations. 	<p>OBSAH KURZU</p> <ul style="list-style-type: none"> • MS Access 2010 – základy databázového softvéru. • MS Access 2010– Vytváranie tabuľiek, dotazov, formulárov a zostáv. • MS Excel 2010 – vzorce a funkcie, grafy a pokročilé techniky práce s grafmi. • MS Excel 2010 – Práca so zoznamami a prevod zoznamu na tabuľku. • MS Excel 2010 – Kontingenčné tabuľky.

	<ul style="list-style-type: none"> MS Project 2010 – úvod do projektového riadenia a základy práce s touto aplikáciou.
METHOD OF ASSESSMENT Course project, exam, continuous assessment	FORMA HODNOTENIA Seminárny projekt, skúška, priebežné hodnotenie
RECOMMENDED READING 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.	ODPORUČENÁ LITERATÚRA 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.
PROFESSIONAL SKILL DEVELOPMENT 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.	ZÍSKANÉ ZRUČNOSTI 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.

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

Core Course: 3. Business Informatics Unit 3.4: Social Networks Co-ordinator: Ing.Zdenka Kádeková,PhD.	Manažérská informatika Unit 3.4: Sociálne siete Koordinátor: Ing.Zdenka Kádeková, PhD.
THEME Social Networks	TÉMA Sociálne siete
AIM 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.	CIEĽ 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 medzinárodnym trhu.
OBJECTIVES 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.	ÚLOHY Predstaviť využívanie sociálnych sietí v praxi podnikov s cieľom poukázať na ich príležitosti, hrozby, pozitívnu a negatívnu rovnako ako aj skutočné príklady úspešného využívania sociálnych sietí v praxi, predstavujúcu významnú konkurenčnú výhodu.
COURSE FORMAT Theoretical approaches and practical exercises.	FORMÁT KURZU Teoretické prístupy a praktické cvičenia.
COURSE CONTENT <ul style="list-style-type: none"> • History and aim of social networks. • The most important social networks. • Analysis of opportunities, threats, positives and negatives of joining the social networks. • Importance of social networks for business and relationship building among business and customers. • Real examples of successful using of social networks in the practice 	OBSAH KURZU <ul style="list-style-type: none"> • História a ciele sociálnych sietí. • Najvýznamnejšie sociálne siete. • Analýza príležitostí, hrozieb, pozitív a negatív vyplývajúcich z členstva v sociálnych sietiach. • Dôležitosť sociálnych sietí pre firmy a budovanie ich vzťahu k zákazníkom. • Reálne príklady úspešného použitia sociálnych sietí.
METHOD OF ASSESSMENT Course project, exam, continuous assessment	FORMA HODNOTENIA Seminárny projekt, skúška, priebežné hodnotenie
RECOMMENDED READING 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.	ODPORUČENÁ LITERATÚRA 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.
PROFESSIONAL SKILL DEVELOPMENT	ZÍSKANÉ ZRUČNOSTI Študenti získajú vedomosti o používaní sociálnych sietí so zameraním na budovanie vzťahov 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 Kadlecíková, CSc
	4.2	Strategic Management in Agribusiness	prof.h.c. doc. Ing. Mária Kadlecíková, CSc., prof. Ing. Ivana Tichá, PhD.
	4.3	Human Resources Management in Agribusiness	prof.h.c. doc. Ing. Mária Kadlecíková, 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

UNIT 4.1: Management in Agribusiness Coordinator: Dr.h.c.prof.h.c. doc. Ing. Mária Kadlecíková, CSc	UNIT 4.1: Management v agropotravinárstve Koordinátor: Dr.h.c. prof.h.c. doc. Ing. Mária Kadlecíková, CSc.
THEME Theoretical knowledge about management focused on agribusiness	TÉMA Teoretické poznatky z manažmentu zamerané na agropotravinárstvo
AIM 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.	CIEĽ Kurz základov manažmentu pojednáva o základných manažérskych funkciách – plánovanie, organizovanie, vedenie ľudí, kontrola. Objasňuje dôležitosť manažérov pri rozhodovacích procesoch v agropotravinárskom podniku pre jeho ďalší rozvoj. Manažment polnohospodárskych a potravinárskych podnikov.
OBJECTIVES To understand the importance of management in the agribusiness company. To improve managerial skills in functions of planning, organizing, leading and control.	ÚLOHY Pochopíť význam manažmentu v agropotravinárskom podniku. Zlepšiť manažérske schopnosti v oblasti plánovania, organizovania, vedenia ľudí a kontroly.
COURSE FORMAT Course format consists of lectures, e-learning exercises, project work and case studies.	FORMÁT KURZU Forma kurzu pozostáva z kontaktnej výučby, e-learningových cvičení, vypracovaného projektu a riešenia prípadových štúdií.
COURSE CONTENT 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	OBSAH KURZU 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 6. Control – definition, process of control, importance of control 7. New tendencies in management, outsourcing, benchmarking, de-layering etc. 8. Management in agribusiness companies	5. Vedenie ľudí – definícia, teórie vedenia ľudí, štýly vedenia 6. Kontrola – definícia, kontrolný proces, dôležitosť kontroly 7. Nové tendencie v manažmente, outsourcing, benchmarking, redukcia riadiacich stupňov atď. 8. Manažment v agropotravinárskych podnikoch
METHOD OF ASSESSMENT Course project, exam, continuous assessment	FORMA HODNOTENIA Seminárny projekt, skúška, priebežné hodnotenie
RECOMMENDED READING/ODPORUČENÁ LITERATÚRA	
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	
PROFESSIONAL SKILL DEVELOPMENT 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.	ZÍSKANÉ ZRUČNOSTI Využitie teoretických poznatkov z manažmentu v riadení podnikov v oblastiach štyroch základných manažérskych funkcií a v rozhodovacích procesoch, lepšia pripravenosť na globálne trendy a riziká v agropotravinárstve.
UNIT 4.2: Strategic Management Coordinator: prof.h.c. doc. Ing. Mária Kadlečíková, CSc., prof. Ing. Ivana Tichá, PhD.	UNIT 4.2: Strategický manažment Koordinátor: prof.h.c. doc. Ing. Mária Kadlečíková, CSc., prof. Ing. Ivana Tichá, PhD.
AIM 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	CIEL Kurz strategického manažmentu je zameraný na dlhodobé manažérské rozhodovacie procesy so zreteľom na budovanie trhovej pozície, prispôsobovaním všetkých funkčných podnikových oblastí dlhodobým cieľom so zameraním na najdôležitejšie manažérske aktivity, ktoré podporujú misiu, víziu a efektívnosť organizačného útvaru. Účasť MBA študentov na simuláciach 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.
OBJECTIVES To understand the importance of strategic management in agribusiness company.	ÚLOHY Porozumieť dôležitosti strategického manažmentu v agropotravinárskom podniku.
COURSE FORMAT The class sessions will be a combination of lectures, project work and case discussion. Course content will come primarily from the assigned textbooks.	FORMÁT KURZU Vyučovacie hodiny sú kombináciou prednášok, projektovej práce a diskusie prípadových štúdií. Obsah kurzu vychádza hlavne z určených učebníc.
COURSE CONTENT 1 Lecture The basic concepts of enterprise strategic management, entity and development of strategic management 1. definition and development of strategy concept, assumptions for agribusiness enterprise's strategic management 2. strategy and tactic 3. development of strategic management 4. decision making according to Ansoff and process of strategic management 5. hierarchy of strategies in enterprises	OBSAH KURZU 1. prednáška Základné pojmy strategického riadenia podniku, jeho podstata a vývoj 1. definovanie a vývoj pojmu stratégia, predpoklady pre strategické riadenie agropotravinárskeho podniku 2. stratégia a taktika 3. vývoj strategického riadenia 4. rozhodovanie podľa Ansoffa a proces strategického riadenia 5. hierarchia stratégii v podniku

<ol style="list-style-type: none"> 6. relation of strategic managers, planners, owners or their representatives and top managers to process of strategic management 7. strategic thinking and principles of strategic thinking 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 9. Strategic management in agribusiness companies 	<ol style="list-style-type: none"> 6. strategickí manažéri a plánovači a vzťah vlastníkov prípadne ich reprezentantov a top manažérov k procesu strategického riadenia 7. strategické myšlenie a princípy strategického myšlenia 8. Greinerov model vývoja podniku a Miler-Friesenov model vývoja podniku, model riadenia podľa Galbaraitha a Nathausona 9. Strategický manažment v agropotravinárskych podnikoch <p>2. prednáška Vízia a poslanie, strategický zámer a strategické ciele podniku</p> <ol style="list-style-type: none"> 1. vízia podniku 2. poslanie podniku 3. strategický zámer 4. strategické ciele podniku 5. Analýza externého prostredia agropotravinárskeho podniku 6. analýza makroprostredia (sektory) <p>Ilyza odvetvového prostredia agropotravinárskeho podniku</p> <p>3. prednáška Prognózovanie vývoja externého prostredia podniku</p> <ol style="list-style-type: none"> 1. podstata prognózovania 2. metódy prognózovania <p>4. prednáška Analýza interného prostredia podniku</p> <ol style="list-style-type: none"> 1. interná analýza podniku a hodnotenie jej parametrov 2. metóda internej analýzy podniku 3. Podnikateľská stratégia 4. podstata podnikateľských stratégii 5. Porterove generické podnikateľské stratégie 6. Podnikateľská stratégia podľa Milesa a Snowa <p>5. prednáška Podniková stratégia</p> <ol style="list-style-type: none"> 1. charakteristika doterajšej podnikovej stratégie 2. portfóliová analýza 3. formulácia podnikovej stratégie 4. koncentrácia na jedno podnikanie a prechod k diverzifikácii 5. rastové stratégie koncentrácie a vertikálnej integrácie 6. rastové stratégie založené na príbuznej a nepríbuznej diverzifikácii <p>6. prednáška Funkčné stratégie</p> <ol style="list-style-type: none"> 1. marketingová funkčná stratégia 2. zásobovacia stratégia 3. vedecko-technická stratégia 4. výrobná stratégia 5. personálna a finančná stratégia <p>7. prednáška Stratégia riadenia podniku v procese globalizácie svetovej ekonomiky</p> <ol style="list-style-type: none"> 1. ciele podnikania v podmienkach globalizácie svetovej ekonomiky 2. globálna a multi-regionálna stratégia 3. riadenie podniku expandujúceho na zahraničné trhy a príčiny neúspechu <p>8. prednáška Implementácia stratégie</p> <ol style="list-style-type: none"> 1. podmienky implementácie stratégie
---	--

<p>2. global and multiregional strategy 3. management of enterprise expanded into foreign markets and causes of failures</p> <p>8 Lecture</p> <p>The strategy implementation</p> <ol style="list-style-type: none"> 1. conditions of strategy implementation 2. relation between enterprise's organizational structure and strategy implementation 3. administrative equipment of strategy implementation and motivation 	<p>2. vzťah organizačnej štruktúry podniku a implementácia stratégie 3. administratívne nástroje implementácie stratégie a motivácia</p>
<p>METHOD OF ASSESSMENT Course project, exam, continuous assessment</p>	<p>FORMA HODNOTENIA Seminárny projekt, skúška, priebežné hodnotenie</p>
<p align="center">RECOMMENDED READING/ODPORUČENÁ LITERATÚRA</p> <p align="center">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>PROFESSIONAL SKILL DEVELOPMENT Using theoretical knowledge of strategic management in agribusiness companies.</p>	<p>ZÍSKANÉ ZRUČNOSTI Využitie teoretických poznatkov zo strategického manažmentu v riadení agropotravinárskych podnikov.</p>
<p>UNIT 4.3: Human Resources Management in Agribusiness Coordinator: Dr.h.c.prof.h.c. doc. Ing. Mária Kadlečíková, CSc. Ing. Veronika Hrdá,PhD.</p>	<p>UNIT 4.3: Manažment ľudských zdrojov v agropotravinárstve Koordinátor: Dr.h.c.prof.h.c. doc. Ing. Mária Ing. Kadlečíková, CSc., Ing. Veronika Hrdá,PhD.</p>
<p>THEME Human resources management in agribusiness</p>	<p>TÉMA Manažment ľudských zdrojov v agropotravinárstve</p>
<p>AIM The main attention of this course is devoted to the basic principles of human resource management in agro-food enterprises.</p>	<p>CIEĽ Hlavná pozornosť uvedeného kurzu sa sústredí na manažment ľudských zdrojov v poľnohospodárskych a potravinárskych podnikoch.</p>
<p>OBJECTIVES 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>ÚLOHY Pochopíť význam manažmentu ľudských zdrojov v spoločnosti a zdokonaliť manažérske zručnosti z hľadiska Manažmentu ľudských zdrojov(ML'Z).</p>
<p>COURSE FORMAT 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>FORMÁT KURZU Vyučovacie hodiny sú kombináciou prednášok, projektovej práce a diskusie prípadových štúdií. Obsah kurzu vychádza hlavne z určených učebníč.</p>
<p>COURSE CONTENT</p> <p>1 Lecture 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>2 Lecture 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>OBSAH KURZU</p> <p>1. prednáška Manažment ľudských zdrojov v systéme vied, úlohy a ciele manažmentu ľudských zdrojov v organizáciach Subjekty manažmentu ľudských zdrojov. Špecifikácia charakteristiky človeka, intelektuálny kapitál organizácie, ľudský kapitál a ľudský potenciál</p> <p>2. prednáška Typy prác, zatáženie 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>3 Lecture</p> <p>The education and development of employees. The evaluation of employees and use of evaluation results in the job system with people.</p> <p>4 Lecture</p> <p>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>5 Lecture</p> <p>The ways how to influence of employees, power, authority, obtaining employees for projecting and realization of effective changes.</p> <p>6 Lecture</p> <p>The social interaction and interpersonal behavior, effective communication in human recourse management</p> <p>7 Lecture</p> <p>The motivation and stimulation in human recourse management, sources of motivation and motivation strategies in organization.</p> <p>8 Lecture</p> <p>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>3. prednáška</p> <p>Vzdelávanie a rozvoj zamestnancov. Hodnotenie zamestnancov a využitie výsledkov hodnotenia v systéme práce s ľuďmi.</p> <p>4. prednáška</p> <p>Manažér ako subjekt manažmentu ľudských zdrojov. Predpoklady úspechu v manažerskej pozícii. Štýl práce manažéra. Vzdelávanie a rozvoj manažéra.</p> <p>5. prednáška</p> <p>Ovplyvňovanie zamestnancov, moc, právomoc, získavanie zamestnancov pre projektovanie a realizáciu efektívnych zmien.</p> <p>6. prednáška</p> <p>Sociálna interakcia a medziosobné správanie, efektívna komunikácia v manažemente ľudských zdrojov.</p> <p>7. prednáška</p> <p>Motivácia a stimulácia v riadení ľudských zdrojov, zdroje motivácie a motivačné stratégie v organizáciach.</p> <p>8. prednáška</p> <p>Starostlivosť o zamestnancov a komfortizácia pracovného prostredia.</p>
<p>METHOD OF ASSESSMENT</p> <p>Course project, exam, continuous assessment</p>	<p>FORMA HODNOTENIA</p> <p>Seminárny projekt, skúška, priebežné hodnotenie</p>
<p>RECOMMENDED READING/ODPORUČENÁ LITERATÚRA</p> <p>Price. A. Human Resource Management in Business Context 3rd dition, Soiuth West South Western Cengage Learning, Singapore, 2013, ISBN 45678910-121110</p>	
<p>PROFESSIONAL SKILL DEVELOPMENT</p> <p>Students will have acquired the skills to apply the theoretical knowledge of human resource management in practice.</p>	<p>ZÍSKANÉ ZRUČNOSTI</p> <p>Študenti sa naučia aplikovať teoretické poznatky z manažmentu ľudských zdrojov v praxi.</p>
<p>UNIT 4.4: Assurance Quality Management and Certification</p> <p>Coordinator: doc.Ing. Zuzana Kapsdorferová, PhD.</p>	<p>UNIT 4.4: Riadenie kvality a certifikácia</p> <p>Koordinátor: doc.Ing. Zuzana Kapsdorferová, PhD.</p>
<p>AIM</p> <p>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>CIEĽ</p> <p>Predmet manažment kvality sa správne pochopenie koncepcie komplexného riadenia kvality produktov. Pozornosť sa sústredí na plánovanie, zabezpečenie, zlepšovanie a kontrolu riadenia kvality. Významná časť sa sústredí na metódy, techniky a nástroje medzinárodných systémov riadenia. Absolventi sa oboznámia so systémom JIT, Six Sigma, štíhly manažment a iné.</p>
<p>OBJECTIVES</p> <ol style="list-style-type: none"> To understand the TQM concept and principles, tools available to achieve TQM To understand the statistical approach for quality control 	<p>ÚLOHY</p> <ol style="list-style-type: none"> Pochopiť koncepciu, princípy a nástroje KRK, Správne chápať štatistický prístup k riadeniu kvality, Orientovať sa na procesné riadenie kvality.

3. To create an awareness about QMS process and its need for the industries	
COURSE FORMAT 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.	FORMÁT KURZU Výučba sa realizuje prostredníctvom prednášok a praktických cvičení, na ktorých budú študenti v pracovných skupinách riešiť simulačné situácie a prípadové štúdie.
COURSE CONTENT Introduction Definition of Quality, Dimensions of Quality, Basic concepts of Total Quality Management TQM principles 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. Quality planning and assuring 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. TQM Tools 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 Quality systems 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. Continuous Process Improvement Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure. Statistical process control (SPC) 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 Change management Process of change, Kurt Lewin, Lewin- Schein model of change, Techniques of change.	OBSAH KURZU Vstup do problematiky Definícia kvality a jej základných pojmov TQM princípy História vzniku KRK, Krúžky kvality, Demingova, Juranova, Crosbyho, Feigenbaunova filozofia kvality, japonska škola riadenia, stratová funkcia, Komplexné riadenie kvality Plánovanie a zabezpečenie kvality Metódy plánovania (QFD, VOC, FMEA, a iné) Benchmarking Princípy, metodika a typy benchmarkingu. Benchmarkingový etický kódex. Systémy kvality Systémy zabezpečovania kvality (ISO, HACCP, SVP, OHSAS), japonské systémy riadenia kvality (TPS, TPM, JIT, štíhle riadenie, 5S), americké systémy riadenia (Six Sigma). Zlepšovanie kvality Druhy zlepšovanie, Demingov kruh kvality, Juranova trilogia kvality Kontrola kvality Nástroje riadenia kvality Manažment zmien Zmena, podstata, proces a techniky zvládnutia zmeny v podniku. Lewin –Scheinov model zmeny.
METHOD OF ASSESSMENT Course project, exam, continuous assessment	FORMA HODNOTENIA Seminárny projekt, skúška, priebežné hodnotenie
RECOMMENDED READING/ODPORUČENÁ LITERATÚRA	
Kapsdorferová, Z. – Komplexné riadenie kvality, Nitra, 2008, 120 s., ISBN 978-80-552-0115-3 Oakland, J.S. – Total Quality management, 1995, ISBN 0-7506-212-9	

<p style="text-align: center;">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>	
PROFESSIONAL SKILL DEVELOPMENT By the conclusion of this course the students will be able to: 1. Define the term Total Quality Management (TQM) and related terms 2. Explain the history of the Quality Movement 3. Understand how a product or service is designed, produced and delivered to the customer according to the quality management principles. 4. Developed an awareness of the issues related to designing and managing quality and related techniques. 5. Develop and improve problem solving skills and apply them to quality 6. Understand and apply the basic tools of TQM to everyday business problems and practices. 7. Demonstrate the ability to work as part of a team. 8. Discuss the guidelines for implementing TQM and managing change in work organizations.	ZÍSKANÉ ZRUČNOSTI Po absolvovaní predmetu, budú študenti schopní: 1. Definovať pojem Komplexné riadenie kvality 2. Vysvetliť história a tzv. hnutie kvality 3. Navrhnuť produkty podľa potrieb zákazníka a metód plánovania 4. Definovať procesné riadenie 5. Realizovať kontrolu prostredníctvom nástrojov riadenia 6. Pracovať v tíme a riešiť vybrané problémy
UNIT 4.5: International Management in Agribusiness Coordinator: prof. Ing. Iveta Ubrežiová, PhD.	UNIT 4.5: Medzinárodný manažment v agropotravinárstve Koordinátor: prof. Ing. Iveta Ubrežiová, PhD.
THEME International Management and Business	TÉMA Medzinárodný manažment a podnikanie
AIM To enable MBA students to understand the theory of International Management and Business.	CIEL Umožniť študentom pochopiť teóriu medzinárodného manažmentu a podnikania.
OBJECTIVES 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.	ÚLOHY Vysvetliť a zhodnotiť aktivity medzinárodných manažérov v rôznych organizačno – právnych formách medzinárodných spoločností s ohľadom ako vykonávať podnikanie v politickom, ekonomickom a kultúrnom prostredí.
COURSE FORMAT Theoretical and practical exercises, combination of lectures, seminars and case studies.	FORMÁT KURZU Teoretické a praktické cvičenia, kombinácia prednášok, cvičení a prípadových štúdií.
COURSE CONTENT 1. Introduction to International Management and Business 2. International Business Ethics 3. Culture in International Business 4. Multinational companies and their role in international business environment 5. International Strategic Management and Organization 6. International Human Resource Management 7. Cross Cultural Leadership 8. Industrial Democracy	OBSAH KURZU 1. Úvod do Medzinárodného manažmentu a podnikania 2. Medzinárodná podnikateľská etika 3. Kultúra v medzinárodnom podnikaní 4. Medzinárodné spoločnosti a ich úloha v medzinárodnom podnikateľskom prostredí 5. Medzinárodný strategický manažement a organizovanie 6. Medzinárodný manažment ľudských zdrojov 7. Vedenie v multikultúrnom prostredí 8. Priemyselná demokracia
METHOD OF ASSESSMENT Course project, exam, continuous assessment	FORMA HODNOTENIA Seminárny projekt, skúška, priebežné hodnotenie
RECOMMENDED READING/ODPORUČENÁ LITERATÚRA	

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

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

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

PROFESSIONAL SKILL DEVELOPMENT Students will acquire the skills to use the principles of financial accounting in practice	ZÍSKANÉ ZRUČNOSTI Študenti získajú zručnosti využiť princípy finančného účtovníctva v praxi
Unit 5.2: IFRS and Financial Statements Coordinator: Ing. Renáta Krajčírová, PhD.	Unit 5.2: IFRS a účtovná závierka Koordinátor: Ing. Renáta Krajčírová, PhD.
THEME 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.	TÉMA Obsahom predmetu bude oboznámiť študentov s medzinárodnými účtovnými štandardmi a ich interpretácia. Tiež štúdium vecnej a obsahovej štruktúry účtovnej závierky a overenie účtovnej závierky auditorom.
AIM 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.	CIEĽ 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.
OBJECTIVES 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.	ÚLOHY Uviesť študentov do základov medzinárodného finančného účtovníctva a prípravy účtovnej závierky vo väzbe na aplikácie v podnikovom rozhodovaní a ekonomických analýzach.
COURSE FORMAT Lectures, seminars	FORMÁT KURZU Prednášky, praktické semináre
COURSE CONTENT <ul style="list-style-type: none"> • IFRS – terminology • IFRS – its adoption and interpretation • Preparation of financial statement • Submission of financial statement • Forms and components of financial statements • Audit requirements • Basic information on Corporate income tax 	OBSAH KURZU <ul style="list-style-type: none"> • IFRS – základná terminológia • IFRS – aplikovanie a ich interpretácia • Príprava účtovnej závierky • Predkladanie účtovnej závierky • Vecná a obsahová štruktúra účtovnej závierky • Overenie účtovnej závierky audítorom • Daň z príjmov právnických osôb
METHOD OF ASSESSMENT Course project, exam, continuous assessment	FORMA HODNOTENIA Seminárny projekt, skúška, priebežné hodnotenie
RECOMMENDED READING 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	ODPORUČENÁ LITERATÚRA International Financial Reporting Standards, 2013 IFRS Foundation FARKAŠ: Comparison of IFRS and Slovak Accounting Regulation, 2013 KOVANICOVÁ: Finanční účetnictví, 2005, ISBN 80-7273-129-7
PROFESSIONAL SKILL DEVELOPMENT Students will acquire the skills to use the principles of IFRS in practice, interpret financial statements.	ZÍSKANÉ ZRUČNOSTI Študenti získajú vedomosti o medzinárodných účtovných štandardoch ich uplatnení v praxi a schopnosť interpretovať účtovnú závierku a finančné výkazy.
Unit 5.3: Theory of finance and Corporate finance Coordinator: Ing. Marián Tóth, PhD.	Unit 5.3: Teória financií a podnikové financie Koordinátor: Ing. Marián Tóth, PhD
THEME 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	TÉMA Obsahom predmetu je štúdium podstaty financií, ich členenia a funkcií, makroekonomický a mikroekonomický záujem finančnej politiky, finančná sústava, peniaze a ich funkcie, menová politika a

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

<p>Unit 5.4: Financial Management and Financial Analysis Coordinator: Ing. Zuzana Čierna, PhD.</p>	<p>Unit 5.4: Finančný manažment a finančná analýza Koordinátor: Ing. Zuzana Čierna, PhD.</p>
<p>THEME 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.</p>	<p>TÉMA Definovať a charakterizovať obsah a úlohy finančného manažmentu, pôsobenie svetových finančných trhov a vnútrostátneho ekonomickeho prostredia na finančný manažment podnikov. Oboznámiť študentov so základnými otázkami finančnej analýzy</p>

AIM 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.	CIEĽ 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.
OBJECTIVES 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.	ÚLOHY 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.
COURSE FORMAT Lectures, seminar	FORMÁT KURZU Prednášky, praktické semináre
COURSE CONTENT <ul style="list-style-type: none"> • Scope of Financial management, • Investment appraisal • Financial planning • Position of financial and economic analysis in business practice • Financial analysis ex post • Financial analysis ex ante • Analysis of economic efficiency of using production factors • Financial and economic evaluation of investment projects • Financial management in Agriculture 	OBSAH KURZU <ul style="list-style-type: none"> • Úlohy finančného manažmentu podniku • Hodnotenie investícií • Finančné plánovanie • Postavenie finančno-ekonomických analýz v podnikovej riadiacej praxi. • Finančná analýza ex post, • Metódy prognóz finančného stavu podniku – finančná analýza ex ante, • Analýza ekonomickej efektívnosti využitia výrobných faktorov, • Finančno-ekonomické hodnotenie investičných projektov • Finančný manažment v poľnohospodárstve
METHOD OF ASSESSMENT Course project, exam, continuous assessment	FORMA HODNOTENIA Seminárny projekt, skúška, priebežné hodnotenie
RECOMMENDED READING Foundations of Financial Management , Stanley B. Block, Geoffrey A. Hirt, 12th ed., New York: McGrawHill, Inc., 2008. Finančný manažment , J. Kráľovič, K. Vlachinský, IURA Edition, 2006, ISBN 80-8078-042-0 BIELIK, P.: Business Economy. Nitra: SPU, 2006. 319 s. ISBN 80-8069-698-5 GURČÍK, L. 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	ODPORUČENÁ LITERATÚRA Foundations of Financial Management , Stanley B. Block, Geoffrey, A. Hirt, 12th ed., New York: McGrawHill, Inc., 2008. Finančný manažment , J. Kráľovič, K. Vlachinský, IURA Edition, 2006, ISBN 80-8078-042-0BIELIK, P.: Podnikové hospodárstvo. Nitra: SPU, 2006. 319 s. ISBN 80-8069-698-5 GURČÍK, L. Podnikateľská analýza a kontroling. Nitra: SPU, 2004. 158 s. ISBN 80-8069-449-4 NEUMAIEROVÁ, I.-NEUMAIER, I.: Výkonnost 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
PROFESSIONAL SKILL DEVELOPMENT Students will acquire the skills to use the theory of financial management in practice. They also are able to measure and evaluate business performance.	ZÍSKANÉ ZRUČNOSTI Študenti získajú zručnosti využiť teóriu finančného manažmentu pre prax. Sú schopní hodnotiť výkonnosť podniku.

6 SUSTAINABLE AGRICULTURE AND RURAL DEVELOPMENT

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

AIM To teach students to understand the relations between agriculture and rural development within policy schemes and existing support tools.	CIEL Naučiť študentov porozumieť vzťahom medzi poľnohospodárstvom a rozvojom vidieka v rámci politických schém a existujúcich podporných nástrojov.
OBJECTIVES To introduce students changing paradigms 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.	CIELE 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.
MODULE FORMAT Theory and practical exercises/case studies	FORMÁT MODULU Teória a praktické cvičenia/prípadové štúdie
MODULE CONTENT Strategies and Models of Rural and Agricultural Sustainability: <ul style="list-style-type: none">• European agriculture and reforms of CAP• Food and agriculture systems• Policies and programmes of rural development: context and changing paradigms Reformed EU Rural Development Policy and Common Agricultural Policy for Period 2014-2020: <ul style="list-style-type: none">• Pillars and indicators of RDP• Pillars and indicators of CAP Entrepreneurship and SMEs in Agribusiness and Rural Areas: <ul style="list-style-type: none">• Rural entrepreneurship• SMEs in rural areas• Supporting policies for rural entrepreneurship• Rural development in the EU Innovations in Rural development and Agriculture: <ul style="list-style-type: none">• Major innovations in rural development and agriculture• Actors of innovation and innovation strategies• Key challenges	OBSAH MODULU Stratégie a modely udržateľnosti vidieka a poľnohospodárstva: <ul style="list-style-type: none">• Európske poľnohospodárstvo a reformy SPP• Potravinové a poľnohospodárske systémy• Politiky a program rozvoja vidieka: kontext a meniace sa paradigmy Reformovaná Európska Politika rozvoja vidieka a Spoločná poľnohospodárska politika pre obdobie 2014-2020: <ul style="list-style-type: none">• Piliere a indikátory PRV• Piliere a indikátory SPP Podnikanie a MSP v agrobiznisе a vo vidieckych oblastiach: <ul style="list-style-type: none">• Vidiecke podnikanie• MSP vo vidieckych oblastiach• Podporné politiky pre vidiecke podnikanie• Rozvoj vidieka v EÚ Inovácie v rozvoji vidieka a v poľnohospodárstve: <ul style="list-style-type: none">• Hlavné inovácie v rozvoji vidieka a v poľnohospodárstve• Aktéri inovácií a inovačné stratégie• Klúčové výzvy
METHOD OF ASSESSMENT Essay based on concrete assignment	FORMA HODNOTENIA Esej založená na konkrétnych zadaniach
RECOMMENDED READING 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.	ODPORUČENÁ LITERATÚRA 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.

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