

# EXPORT ÚDAJŮ O STUDIJNÍM PROGRAMU

## Business Management

Ekonomicko-správní fakulta

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# 1 Základní údaje o studijním programu

## Business Management

<i>Garant</i>	doc. Ing. Bc. Petr Suchánek, Ph.D.	<i>Standardní doba studia</i>	2 r.
<i>Fakulta</i>	Ekonomicko-správní fakulta	<i>Zkratka</i>	N-PEMA
<i>Forma</i>	prezenční	<i>Titul</i>	Ing.
<i>Ve spolupráci s</i>	—	<i>Kód</i>	N0413A050005
<i>Typ</i>	magisterský navazující	<i>Vyučovací jazyk</i>	angličtina
<i>Profil</i>	akademický	<i>Rigorózní řízení</i>	ne
<i>Oblast vzdělávání</i>	Ekonomické obory (100 %)	<i>Stav</i>	uskutečňovaný

### 1.1 Charakteristika programu

#### Cíle

Cílem studia tohoto programu je hlubší pochopení účelu a fungování podnikatelské sféry, zejména podniků, jejich organizační struktury, řízení, ekonomiky a financování. Důležitou oblast studia tvoří zvládnutí analýzy a projektování systémů řízení, včetně znalostí s oblastí řízení a manažerských dovedností. Součástí studia je i osvojení si psychologických, sociokulturních, obchodních a dalších komunikačních dovedností. Komplex získaných znalostí a dovedností tak tvoří vrcholového manažera schopného obsáhnout všechny podstatné stránky fungování podniku se schopností správně a efektivně řídit podnik.

#### Výstupy z učení

Absolvent je po úspěšném ukončení studia schopen:

1. je schopen identifikovat, analyzovat a kreativně řešit problémy související s fungováním vybraných oblastí podniku s aplikací získaných poznatků a využitím získaných dovedností;
2. umí aplikovat specifické metody, techniky, nástroje a standardní postupy na reálné situace podnikové praxe;
3. dokáže vyhodnocovat příležitosti a rizika souvisejících se strategickým a udržitelným rozvojem podniku v kontextu společnosti 4.0;
4. porozumět teoretickým poznatkům specializovaných disciplín vztahujících se k podnikové ekonomice a managementu;
5. být schopen aplikovat tyto poznatky na řešení modelových i praktických situací;
6. rozumí systémovým vazbám mezi dílčími funkcemi podniku a jejich realizací;
7. je schopen podílet se na řešení, případně i řídit projekty vztázené ke specifickým oblastem praxe;
8. umí vyhledávat a pracovat s relevantními daty a informacemi včetně využití prostředků ICT a vyhodnocovat je v souladu s praktickými úkoly;
9. je schopen analyzovat podnikatelské prostředí v mezinárodním, resp. globálním prostředí a výsledky využít pro podnikatelské záměry;
10. rozumí dopadům obchodování na společnost a její vývoj v kontextu problematiky společenské zodpovědnosti a etického chování;
11. zná podnikové informační systémy využívané v rámci řízení podniku a vyhodnocování ekonomických aspektů podniku;
12. dokáže verbálně i písemně komunikovat v anglickém jazyce v rámci obchodního styku s partnery a je schopen vystupovat adekvátně podmínkám společenského styku;
13. je schopen prezentovat a obhájit svůj názor týkající se praktického problému na základě znalostí a odborného vyhodnocení;
14. je schopen podílet se, resp. organizovat a řídit inovační a podnikatelské aktivity v podnicích;

#### Uplatnění absolventa

Absolventi mají takové manažerské dovednosti, ke kterým náleží efektivní využívání času, úspěšné vyjednávání s obchodními partnery, vytváření image vůči veřejnosti, efektivní vedení porad, účinné motivování spolupracovníků, umění jednání s lidmi a rozvíjení všeobecné komunikační schopnosti, což jim umožňuje zastávat vedoucí manažerské pozice. Díky specializovanému zaměření studovaných předmětů se absolventům oboru otevírá možnost realizace v komerčních podnicích obecně (např. na pozicích vyššího managementu), nebo jeho specializovaných úsecích (např. nákup, marketing, obchod apod.). Absolvování navazujícího magisterského stupně studia umožňuje absolventům prohloubit obecný základ ekonomických věd o specializované poznatky a propojit je s praktickou aplikací. Poptávka po absolventech s manažerskými a podniko-ekonomickými dovednostmi je v dnešní době velmi aktuální s ohledem na rychle se měnící podmínky podnikání a vznikající konkurenci. To vyžaduje manažery a odborné pracovníky s širokým rozhledem a schopností aplikovat odborné poznatky do každodenní praxe, resp. podporovat v témaž jiné lidi. Zároveň však absolventi navazujícího magisterského studia potřebují i hlubší, specializované znalosti vybraných oblastí managementu a podnikové ekonomiky, které jim obor Podniková ekonomika a management poskytuje prostřednictvím povinně volitelných bloků. Celková univerzálnost studia (včetně předcházejícího bakalářského) umožňuje absolventům uplatnění v široké škále různorodých podniků (především) a organizací a představuje tak významnou konkurenční výhodu programu.

**Pravidla a podmínky pro vytváření studijních plánů**

Bakalářské a magisterské studium probíhá podle celouniverzitního kreditního systému, který je v souladu s pravidly European Credit Transfer System (ECTS). Povinné volitelné předměty jsou ve studijním plánu organizovány do jedné či více skupin; student volí povinně volitelné předměty na základě stanoveného minimálního počtu kreditů v každé skupině. Na Masarykově univerzitě došlo k celouniverzitnímu konsensu na pravidlech pro tvorbu studijních programů, které zpřesňují pravidla vymezená v metodice Národního akreditačního úřadu Doporučené postupy pro přípravu studijních programů. Pravidla pro tvorbu studijních programů byla schválena ve stejnojmenné směrnici MU (Směrnice MU č. 11/2017: Pravidla pro tvorbu studijních programů) a vymezují šest typů studijních plánů a jejich použití a kombinace v jednotlivých typech studijních programů. Jedná se o

1. jednooborový studijní plán,
2. studijní plán se specializací,
3. hlavní studijní plán (maior),
4. vedlejší studijní plán (minor),
5. studium podle dvou hlavních studijních plánů,
6. plán na dostudování (určen pouze studentům z obdobného studijního oboru, kterému zaniká akreditace).

Premisou pravidel je, že studijní plány umožňují naplnění cílů studia a dosažení profilu absventa studijního programu. Výjimkou je pouze vedlejší studijní plán, který slouží jako komplementární doplněk hlavního studijního plánu jiného studijního programu. Student nemůže studovat pouze podle vedlejšího studijního plánu.

**Praxe**

Studium nevyžaduje povinnou praxi studentů v podnicích a tuto oblast ponechává na iniciativě studentů. ESF MU nicméně stáže aktivně podporuje — studenti mají možnost zapsat si předmět Praxe a případně i využít předjednaných pozic v podnicích. V rámci tohoto předmětu je zpravidla třídy denní praxe ohodnocena kredity, nicméně nezakládá nárok na omluvu z povinných součástí výuky předmětů. Další možnosti jsou zahraniční pracovní stáže realizované prostřednictvím programu Erasmus+.

**Cíle kvalifikačních prací**

Standardní rozsah diplomové práce je 60-80 stran (bez příloh). Diplomové práce mají obvykle dvě základní části — teoretickou, představující odborná východiska, a praktickou, řešící definovaný manažerský problém v konkrétním podniku. V rámci diplomové práce student prokazuje svoji schopnost sepsat ucelený odborný text včetně schopnosti nalézt, analyzovat a navrhnout konkrétní řešení praktického problému reálného podniku, který nelze obecně označit za triviální (tj. jeho řešení vyžaduje hlubší analýzu). Pokyny pro vypracování diplomové práce jsou upraveny Směrnicí ESF č. 9/2017 O tvorbě, odevzdání, zveřejňování a hodnocení závěrečných (bakalářských a diplomových) prací.

**Návaznost na další studijní programy**

Absolvent navazujícího magisterského programu může (po splnění podmínek přijetí) pokračovat v doktorském studijním programu Podniková ekonomika a management, resp. v jiném příbuzném programu.

**Motto**

„Hledat, přemýšlet, měnit, podnikat“

**Další informace**

<https://www.econ.muni.cz/en/admissions/masters-studies/field-of-study/business-management>

## 1.2 Studijní plány

### 1.2.1 Business Management (prezenční, jednooborový)

Kód	E10401
Zkratka	NPEMA01
Forma	navazující prezenční jednooborový
Stav	uskutečňovaný

**Součásti SZZ a jejich obsah**

Státní závěrečná zkouška se skládá z obhajoby závěrečné práce a z rozpravy nad obsahem předmětů profilujícího základu a základních teoretických předmětů profilujícího základu.

**Návrh témat kvalifikačních prací a téma obhájených prací**

Performance of Multinational Company: <https://is.muni.cz/th/443755/>

Marketing of non-profit organization: <https://is.muni.cz/th/448392/>

The Effect of Ownership Structure on Corporate Financial Performance: <https://is.muni.cz/th/443754/>

Project Management: <https://is.muni.cz/th/443758/>

Aquisition in a multinational enterprise: <https://is.muni.cz/th/448405/>

**Doporučený průchod studijním plánem**

## Diplomová práce (min 20kr.)

Kód	Název	Garant	Uk.	Rozsah*	Kreditů	Sem.	Profilace**
MPH_ADS1	Diploma seminar 1	P. Suchánek	z	0/2/0	12	3	P
MPH_ADS2	Diploma seminar 2	P. Suchánek	z	0/2/0	12	4	P
MPH_ADTH	Diploma thesis assignment	P. Suchánek	z	0/0/0	3	2	P

27 kreditů

## Povinné předměty (P a PV více než 90kr.)

Kód	Název	Garant	Uk.	Rozsah*	Kreditů	Sem.	Profilace**
MPE_AMI2	Microeconomics 2	O. Krčál	zk	2/0/0	4	1	Z
MPE_ACMI	Seminar in microeconomics	O. Krčál	z	0/2/0	5	1	P
MPJ_PJPSFS	Presentation Skills for Foreign Students	E. Punčochářová	zk	0/2/0	4	1	-
MPH_ACOP	Consultancy Project	P. Smutný	zk	1/3/0	8	1	P
MPE_AMA2	Macroeconomics 2	Z. Tomeš	zk	2/0/0	4	2	Z
MPE_ACMA	Seminar in macroeconomics	J. Čapek	z	0/2/0	5	2	P
MPH_AHMR	Human Resources Management	J. Procházka	zk	2/2/0	8	2	-
MPH_CSMR	Business research	R. Škapa	zk	1/2/0	4	2	P
MPH_AIMA	International Management	S. Žáková Talpová	zk	1/1/0	4	2	P
MPH_STMA	Strategic Management	P. Marciánová	zk	0/2/0	4	2	Z
MPH_ACMS	Corporate Management System	O. Částecká	zk	2/2/0	8	2	Z
MPF_AFAP	Corporate Finance	Š. Lyócsa	zk	2/2/0	6	2	P
XPX_ACAD	Academic writing	M. Guzi	z	0/2/0	4	2	-

68 kreditů

## Povinně-volitelné předměty

Student si volí jeden z bloků. V rámci zvoleného bloku musí student splnit všechny předměty.

**Blok Marketing**

Kód	Název	Garant	Uk.	Rozsah*	Kreditů	Sem.	Profilace**
MPH_AINT	International Trade	S. Žáková Talpová	zk	1/1/0	4	3	-
MPH_AMEU	Marketing in the EU	A. Klapalová	zk	0/2/0	4	3	-
MPH_COSR	Corporate Social Responsibility	P. Smutný	zk	0/2/0	5	3	-
MPH_IMAR	International Marketing	D. Mladenović	zk	2/0/0	5	3	-

18 kreditů

**Blok Management**

Kód	Název	Garant	Uk.	Rozsah*	Kreditů	Sem.	Profilace**
MPH_BUPM	Business Process Management	R. Škapa	zk	1/2/0	4	3	-
MPH_AMA2	Management 2	O. Částecký	zk	1/1/0	4	3	-
MPH_AOPR	Operations Research and ERP	J. Skorkovský	zk	2/2/0	8	3	-

16 kreditů

**Volitelné předměty**

Studenti si zapisují jako volitelné předměty libovolné předměty ze všech oborů a nebo z přehledu volitelných předmětů, a to do požadovaného minimálního počtu 120 kreditů.

\*Rozsah informuje o týdenní hodinové dotaci v závislosti na formě výuky. Ve formátu (přednáška/cvičení/praktické a jiné aktivity).

\*\*Profilace značí, zda je předmět „Profilujícího základu (P)“ nebo „Základní teoretický profilujícího základu (Z)“.

## 2 Charakteristiky předmětů

Tato kapitola obsahuje charakteristiky povinných a povinně-volitelných předmětů ze šablon studijních plánů.

### 2.1 Základní teoretické předměty profilujícího základu (Z)

Jedná se o podmnožinu předmětů profilujícího základu (P) (viz 2.2), které jsou pro dosažení profilu absolventa natolik významné, že tvoří zpravidla základní jádro všech studijních plánů studijního programu.

#### ESF:MPE\_AMA2 Macroeconomics 2

4 kreditů, ukončení zk, garant předmětu prof. Ing. Zdeněk Tomeš, Ph.D.

#### Vyučující

Ing. Jan Čapek, Ph.D. (přednášející)  
 prof. Ing. Zdeněk Tomeš, Ph.D. (přednášející)  
 doc. Ing. Libor Žídek, Ph.D. (přednášející)  
 Alla Kachur (cvičící)

#### Cíle předmětu

The main objective is to introduce students to modern macroeconomics. The objectives are to  
 - offer a balance between short-run and long-run issues in macroeconomics,  
 - integrate the insights of Keynesian and classical theories,  
 - present macroeconomics using a variety of simple models,  
 - emphasize that macroeconomics is an empirical discipline, motivated and guided by a wide array of experience.  
 To this end, numerous Case Studies are presented that use macroeconomic theory to shed light on real-world data and events.

The approach followed in the course asks students to think like economists, who always keep various models in mind when analysing economic events or public policies.

#### Výukové metody

lectures

#### Metody hodnocení

Final written multiple-choice test + weekly self-correction exercises + semestral project.

#### Výstupy z učení

After successful completion, student will be able to competently discuss various macroeconomic topics and understand the underlying mechanisms behind observed macroeconomic development.

More specifically, student will be able to, among others,

- explain the difference between short-run and long-run models,
- understand the determination of output in the long run and describe the deviations of output from potential product in the short run,
- distinguish the main determinants of long-run economic growth,
- predict the effects of fiscal and monetary policies in various macroeconomic conditions.

#### Osnova

Macroeconomic data  
 National Income  
 Money and Inflation

Open Economy  
Economic growth  
ISLM model  
Mundell-Fleming model  
Aggregate Supply and Phillips Curve  
Monetary and Fiscal Policy

**Literatura****povinná literatura**

MANKIW, N. Gregory. *Macroeconomics*. Tenth edition. New York: Macmillan international, higher education, 2019. xxv, 612. ISBN 9781319105990.

MANKIW, N. Gregory. *Macroeconomics*. Ninth edition. New York: Worth Publishers, 2016. xxv, 642. ISBN 9781464182891.

**ESF:MPE\_AMI2 Microeconomics 2**

4 kreditů, ukončení zk, garant předmětu doc. Ing. Ondřej Krčál, Ph.D.

**Vyučující**

Luca Fumarco, PhD (přednášející)  
doc. Ing. Ondřej Krčál, Ph.D. (přednášející)  
prof. Ing. Zdeněk Tomeš, Ph.D. (přednášející)

**Cíle předmětu**

The goal of the course is to teach students intermediate microeconomic theory. The course provides students with the knowledge necessary for further studies of microeconomics on the doctoral level.

**Výukové metody**

lectures, application, class discussion

**Metody hodnocení**

Final exam: written test. Any copying, recording or leaking tests, use of unauthorized tools, aids and communication devices, or other disruptions of objectivity of exams (credit tests) will be considered non-compliance with the conditions for course completion as well as a severe violation of the study rules. Consequently, the teacher will finish the exam (credit test) by awarding grade "F" in the Information System, and the Dean will initiate disciplinary proceedings that may result in study termination.

**Výstupy z učení**

After completing the course the students will be able to:

- apply the theory of consumer, in particular they will be able to find optimum choices of consumers and derive demand functions for different preferences;
- understand the basic properties of demand;
- determine the effects of a price change on consumers' welfare;
- apply the model of a firm;
- explain the interaction between consumers and firms in competitive and imperfectly competitive markets, in particular in monopolistically competitive market, in a monopoly and an oligopoly;
- describe the concept of general equilibrium;
- apply the basic concepts of consumer theory to situations under uncertainty and explain the main problems related to asymmetric information.

**Osnova**

- 1/ Budget Constraint, Preferences and Utility
- 2/ Choice and Revealed Preferences
- 3/ Demand and Slutsky Equation
- 4/ Consumer's Surplus and Market Demand
- 5/ Uncertainty and Equilibrium
- 6/ Technology and Profit Maximization
- 7/ Cost Minimization and Cost Curves
- 8/ Firm Supply and Industry Supply
- 9/ Monopoly and Monopoly Behaviour
- 10/ Oligopoly
- 11/ Game Theory and Asymmetric Information
- 12/ Exchange and Production
- 13/ Behavioral Economics

**Literatura****povinná literatura**

VARIAN, Hal R. *Intermediate microeconomics : a modern approach*. 8. ed. New York: Norton, 2010. xxiv, 739. ISBN 9780393934243.

BERGSTROM, Theodore C. a Hal R. VARIAN. *Workouts in intermediate microeconomics*. 8th ed. New York: W.W. Norton, 2009. 562, 38. ISBN 9780393935158.

**ESF:MPH\_ACMS Corporate Management System**

8 kreditů, ukončení zk, garant předmětu doc. Ing. Ondřej Částecký, Ph.D.

**Vyučující**

- doc. Ing. Ondřej Částecký, Ph.D. (přednášející)  
doc. Ing. Ondřej Částecký, Ph.D. (cvičící)  
doc. Ing. Radoslav Škapa, Ph.D. (přednášející)  
Ahad Zareravasan, PhD (cvičící)  
Ahad Zareravasan, PhD (přednášející)  
Ing. Petr Smutný, Ph.D. (cvičící)  
Ing. Petr Smutný, Ph.D. (přednášející)  
doc. Ing. Alena Klapalová, Ph.D. (cvičící)  
doc. Ing. Alena Klapalová, Ph.D. (přednášející)

**Cíle předmětu**

The aim of this course is to introduce and develop system thinking in students that they can use for better management of enterprise internal activities and processes (linked internally and to the external environment). According to the general theory of systems, an enterprise is viewed in this course as a multisystem and the knowledge of its each system is vital for understanding the company as the whole and its management.

**Výukové metody**

lectures; team projects; individual projects (Witness); homeworks - reading;

**Metody hodnocení**

To pass the course successfully, students have to meet the following requirements:

- 1) To play an e-learning game and to achieve the goal set by the instructor (dr. Petr Smutný). Result in the game makes up 15% of the final grade.
- 2) To take a practical exam in Witness and to achieve the goal set by the instructor (dr. Ondřej Částecký). Result in the practical exam makes up 15% of the final grade.
- 3) Obtaining at least 60% points from the mid term and final exam. Who does not achieve the limit of 60% has to re-take the exam. The date of re-take is given in course schedule, the date of second re-take will be agreed individually with each student. Who fails to achieve 60% even in the re-take exam is allowed to re-take it once more; however, this is the last chance.

Any copying, recording or leaking tests, use of unauthorized tools, aids and communication devices, or other disruptions of objectivity of exams (credit tests) will be considered non-compliance with the conditions for course completion as well as a severe violation of the study rules. Consequently, the teacher will finish the exam (credit test) by awarding grade "F" in the Information System, and the Dean will initiate disciplinary proceedings that may result in study termination.

**Výstupy z učení**

At the end course, students should be able:

- to define the basic concepts of systems science;
- to understand a company as complex system;
- to create models of complex systems and simulate them;
- to define terms related with BPM;
- to model and optimize business processes;
- to understand information systems, their benefits, and development;
- to define terms related with project management;
- to create a project plan;
- to define terms related with quality management;
- to define terms related with operations management;

**Osnova**

Topics taught in the course:

1. Introduction to the System Theory
2. Modelling and Simulation
3. Business Process Management
4. Information Systems and Information and Communication Technologies
5. Project Management
6. Knowledge Management
7. Quality Management
8. Operations Management

**Literatura****povinná literatura**

DUMAS, Marlon. *Fundamentals of business process management*. Heidelberg: Springer, 2013. xxvii, 399. ISBN 9783642331428.

LAUDON, Kenneth C. a Jane Price LAUDON. *Management information systems : managing the digital firm*. 10th ed. Upper Saddle River: Pearson Prentice Hall, 2007. xxxiv, 645. ISBN 0131579843.

RUSSELL, Roberta S. a Bernard TAYLOR. *Operations management : quality and competitiveness in a global environment*. 5th ed. Hoboken: Wiley, 2006. xxii, 808. ISBN 0471692093.

**doporučená literatura**

WESKE, Mathias. *Business process management : concepts, languages, architectures*. 2nd ed. Heidelberg: Springer, 2012. xv, 403. ISBN 9783642286155.

*Encyclopedia of management*. 6th ed. Detroit: Gale, 2009. 1066 s. ISBN 9781414438030.

MORECROFT, John D. W. *Strategic modelling and business dynamics : a feedback systems approach*. Chichester: John Wiley & Sons, 2007. xxiv, 430. ISBN 9780470012864.

**neurčeno**

Recommended and required reading can be found in the interactive syllabus.

**ESF:MPH\_STMA Strategic Management**

4 kreditů, ukončení zk, garant předmětu doc. Ing. Pavla Marciánová, Ph.D.

**Vyučující**

prof. Ing. Ladislav Blažek, CSc. (cvičící)  
Tuck Lloyd Crawford MacRae, M. B.A. (cvičící)  
doc. Ing. Pavla Marciánová, Ph.D. (cvičící)

**Cíle předmětu**

We live in a world where geographical and cultural distances have been significantly diminished through rapidly changing technologies. It is a world where global competition can attack the profit sanctuaries of any firm, large or small. Executives and personnel from all functional areas of business must fully understand the internal and external factors that affect their organization. They must be able to analyze these factors, formulate a cohesive strategy that will secure the company's competitive position in this rapidly changing marketplace, and implement that strategy with meticulous precision.

This course introduces participants to the strategic management process through lectures, case studies, and group work. It demonstrates the need for analytical thought when dealing with the process and teaches how to formulate a cohesive strategy that is fully congruent with the strategic intent of the firm.

**Výukové metody**

This course introduces participants to the strategic management process through lectures, case studies, and group work. It demonstrates the need for analytical thought when dealing with the process and teaches how to formulate a cohesive strategy that is fully congruent with the strategic intent of the firm. Throughout the course participants are required to act the role of a senior executive and work on an executive team. Teams will be expected to set strategic directions, allocate resources in the face of global market uncertainty, integrate the various parts of the Organization, and fully understand the potential outcomes of their decisions. By the end of the course, participants will have been responsible for the formulation of a complex corporate strategy; they will have reshaped a company, and ensured that the firm will prosper in the rapidly changing global economy.

Although the course primarily deals with firms operating within the economic or market domain, the tools and processes are also applicable to organizations in the state and civil society domains.

**Metody hodnocení****There will be three student grading points as follows:**

1. A group assignment worth 20% of the total grade. At the beginning of the term, students will be supplied with a case study to which they must apply the course materials in order to solve the case. For this assignment, groups must perform an external analysis based on information from the case. This analysis must be presented in class.
2. Based on the corrected results from deliverable one and utilising the internal analysis and matching tools taught in the course, groups will be required to formulate a comprehensive, viable strategy for the company presented in the case. The results of their analysis are to be presented in class. This assignment is worth 30%.
3. A final, closed book, written exam worth 50% of the final grade will be administered at the end of the course. The exam will consist of short answer questions pertaining to the application and construction of the analytical tools used in class and in the group project. Any copying, usage of other peoples work or presentations, or carrying out the exam using forbidden aids including textbooks, notes, any communication devices or any other breach of objectivity of the exam is regarded as a failure to meet the obligations of the subject and as a serious breach of study regulations. As a consequence, the teacher grades the student with "F" and the dean is allowed to initiate a disciplinary action, which might lead to the termination of the studies.

**Výstupy z učení**

**Learning Outcomes Upon successful completion of the course, participants should be able to:** Understand the importance of strategic management to the survival of the firm in a rapidly changing global environment. Discuss and apply a variety of models and tools used to analyze the internal and external factors that influence a firm's ability to engage and succeed in the marketplace. Make sense of conflicting data and understand the importance of exercising judgement in the absence of preferred practices or perfect solutions.

Consolidate information and utilize it in the formulation of strategic alternatives. Through evaluation techniques, determine the most appropriate strategy for the firm while understanding the trade-offs and risks.

### Osnova

READ THIS SYLLABUS CAREFULLY. It is mandatory that you come to class prepared to discuss the assigned homework, reading materials and casework. The course addresses the following topics:

- Strategic management overview:** 1. The global economy and strategy  
2. Culture and its impact on strategic thought

- Strategies in Action:** 1. Corporate planning horizons  
2. Strategic drift  
3. Strategic management as a process  
4. Types of strategies

- External analysis models and tools** 1. Porter's five forces  
2. Boston Consulting Group advantage matrix  
3. Competitive environment analysis  
4. Industry attractiveness analysis  
5. Industry lifecycle analysis  
6. SWOT analysis  
7. External factor evaluation matrix

- Internal analysis and tools** 1. What is internal analysis  
2. Financial analysis  
3. Company capability profiling  
4. Growth vector analysis  
5. Product portfolio matrix  
6. Product lifecycle analysis  
7. SWOT analysis  
8. Vulnerability analysis  
9. Internal factor evaluation matrix

- Strategy formulation tools** 1. Formulation overview  
2. SWOT matrix  
3. Strategic position and action evaluation tool  
4. Strategic options and generic strategies  
5. Product portfolio matrix  
6. Internal-External matrix  
7. Directional policy matrix  
8. Grand strategy matrix

- Decision tools** 1. Quantitative strategic planning matrix  
2. Stakeholder analysis matrix  
3. Assessment of cultural impact  
4. Cultural fit

### Literatura

#### povinná literatura

Strategic Management: Strategy Formulation, Tuck MacRae

#### doporučená literatura

JOHNSON, Gerry, Richard WHITTINGTON a Kevan SCHOLES. *Fundamentals of strategy*. 2nd ed. Harlow, England: Pearson, 2012. xix, 284. ISBN 9780273757252.

Fred R. David, Forest R. David. Strategic Management: A Competitive Advantage Approach, Concepts & Cases. 15th ed., 2015, ISBN-10-133444791

Cornelis A. De Kluyver, John A. Pearce. Strategy: A View From The Top. 4th ed., 2012, ISBN-10-132145626

#### neurčeno

Norman M. Scarborough, Jeffrey R. Cornwall. Entrepreneurship and Effective Small Business Management. 11th ed., 2015, ISBN-10-133506320

## 2.2 Předměty profilujícího základu (P)

Jedná se o povinný nebo povinně volitelný předmět, jehož absolvováním student získává znalosti nebo dovednosti podstatné pro dosažení výstupů z učení studijního programu — obsah těchto předmětů je zahrnut ve státní závěrečné zkoušce.

#### ESF:MPE\_ACMA Seminar in macroeconomics

5 kreditů, ukončení z, garant předmětu Ing. Jan Čapek, Ph.D.

**Vyučující**

Ing. Jan Čapek, Ph.D. (cvičící)  
Alla Kachur (cvičící)  
doc. Ing. Libor Žídek, Ph.D. (cvičící)

**Cíle předmětu**

The main goal of the course is to complement theoretical knowledge about macroeconomics with practical applications. Specifically, the goal is to

- illustrate the working of macroeconomic mechanisms by using examples with real macroeconomic data,
- broadening the understanding of basic macroeconomic principles with practical historical examples,
- discuss possible different impacts of implemented economic policies,
- practise understanding mutual interrelationships between macroeconomic variables,
- develop the ability to think economically and use theoretical knowledge to explain the causes of specific macroeconomic phenomena and address specific macroeconomic problems.

**Výukové metody**

Seminars relate to the course Macroeconomics 2 and allow the student to solve examples, elaborate case studies and discuss.

**Metody hodnocení**

two written tests during the semester + points for active participation in the seminars

**Výstupy z učení**

Upon successful completion of this course, the student will have a broader view of macroeconomics, will know the broader links among macro-variables and will be able to discuss specific macroeconomic problems.

Specifically, the student will be able to, for example,

- calculate basic macroeconomic variables such as GDP, inflation, or unemployment from underlying data,
- understand specific impacts on long-term economic growth of events such as changing the rate of savings, changing population growth, war, etc.
- calculate short- and long-term equilibria in simple macroeconomic models,
- consider alternative potential impacts of model changes in fiscal, monetary, or trade policy.

**Osnova**

Macroeconomic data

National Income

Money and Inflation

Open Economy

Economic growth

ISLM model

Mundell-Fleming model

Aggregate Supply and Phillips Curve

Monetary and Fiscal Policy

**Literatura****povinná literatura**

MANKIW, N. Gregory. *Macroeconomics*. Tenth edition. New York: Macmillan international, higher education, 2019. xxxv, 612. ISBN 9781319105990.

MANKIW, N. Gregory. *Macroeconomics*. Ninth edition. New York: Worth Publishers, 2016. xxxv, 642. ISBN 9781464182891.

**doporučená literatura**

KAUFMAN, Roger T. *Student guide and workbook for use with Macroeconomics N. Gregory Mankiw*. 6th ed. New York: Worth Publishers, 2007. xiii, 378. ISBN 9780716773399.

**ESF:MPE\_ACMI Seminar in microeconomics**

5 kreditů, ukončení z, garant předmětu doc. Ing. Ondřej Krčál, Ph.D.

**Vyučující**

Luca Fumarco, PhD (cvičící)  
Alla Kachur (cvičící)  
doc. Ing. Ondřej Krčál, Ph.D. (cvičící)  
prof. Ing. Zdeněk Tomeš, Ph.D. (cvičící)

**Cíle předmětu**

The course Seminar in microeconomics supplements the course Microeconomics 2. The main goal of the course is to deepen students' knowledge of microeconomic theory and improve their ability to apply the theory in practice.

**Výukové metody**

Seminars are related to the course Microeconomics 2. In the seminars, students solve examples, elaborate case studies a make class experiments.

**Metody hodnocení**

Necessary to get 60 points out of the total amount of 108 points. Students can get 60 points for two tests and 48 points for the presence and for solving problems in the seminars.

**Výstupy z učení**

Student bude po absolvování předmětu schopen:

- odvodit teoretické koncepty z oblasti teorie spotřebitele, teorie firmy, všeobecné rovnováhy a teorie asymmetrických informací;
- aplikovat mikroekonomickou teorii při řešení stylizovaných příkadů;
- analyzovat reálná rozhodnutí spotřebitele, soutěžní chování a tržní výsledky.

**Osnova**

1. Introductory seminar
2. Budget Constraint, Preferences and Utility
3. Choice and Revealed Preferences
4. Demand and Slutsky Equation
5. Consumer's Surplus and Market Demand
6. Uncertainty and Equilibrium
7. Test + Technology and Profit Maximization
8. Cost Minimization and Cost Curves
9. Firm Supply and Industry Supply
10. Monopoly and Monopoly Behaviour
11. Oligopoly
12. Game Theory and Asymmetric Information
13. Test + Exchange and Production

**Literatura****povinná literatura**

VARIAN, Hal R. *Intermediate microeconomics : a modern approach*. 8. ed. New York: Norton, 2010. xxiv, 739. ISBN 9780393934243.

BERGSTROM, Theodore C. a Hal R. VARIAN. *Workouts in intermediate microeconomics*. 8th ed. New York: W.W. Norton, 2009. 562, 38. ISBN 9780393935158.

**ESF:MPF\_AFAP Corporate Finance**

6 kreditů, ukončení zk, garant předmětu prof. Ing. Štefan Lyócsa, PhD.

**Vyučující**

- Ing. Bc. Jana Hvozdenská, Ph.D. (přednášející)  
prof. Ing. Štefan Lyócsa, PhD. (přednášející)  
Ing. Bc. Jana Hvozdenská, Ph.D. (cvičící)  
prof. Ing. Štefan Lyócsa, PhD. (cvičící)

**Cíle předmětu**

The purpose of this course is to introduce techniques of financial analysis, with emphasis on topics in the corporate finance area.

This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance and financial analysis, enable the students to apply relevant principles and approaches in solving problems of corporate finance and financial analysis and help the students improve their overall capacities.

The students should have an understanding of fundamentals of economics and accounting.

This follow-up course requires previous knowledge about causality of information origin in a company resulting from its financial statements that are intended for external and internal users. It should allow students to understand financial outcomes, to enhance its informative value and to interpret it. Financial analysis and planning in companies is a very important part of financial management. It is also important for external agents interested in the information concerning the state of the company financial management. The course is, therefore, an important part of financial preparation for economists.

**Výukové metody**

Lectures, person-to-person seminars, data mining, ratios calculations, application of models of financial analysis, personal presentations

**Metody hodnocení**

The course is completed by a written exam. Admission to the exam is subject to passing two in-term tests, presenting a chosen topic and submitting and presenting a semester paper (case study) - both assessed "passed"

\* 2 in-term tests: 40 points in total, minimum to pass 24 points from each test

(if you will get less than 24 points from 1st or 2nd in-term test you will have a chance to write a replacement test consisting of everything we did during the whole semester - this will be held during the seminar last week of semester)

\* presentation of chosen topic: from -2 to 2 points (depends on the quality of the preparation and presentation)

\* presentation of case study: from -8 to 8 points (depends on the quality of the case study and the presentation)

\* active work during the seminars: 1 point for each seminar if you submit the solution of seminar paper in good quality and in time, otherwise 0 points (maximum per semester = 10 points)

\* final exam: 50 points, minimum to pass 30 points (60%)

\* FINAL GRADE: sum of all points you get during the whole semester (there is only half of the points from the in-term tests included)

If the total amount of all the points you have got during the semester will be bigger than 60 but you have got less than 30 points from the final exam you failed and must re-sit the final exam

A= 92 points and more

B= 84 - 91 points

C= 76 - 83 points

D= 68 - 75 points

E= 60 - 67 points

F= 59 points and less

\* Maximum possible gain of points:  $2*40/2+2+8+10+50=110$

2 in-term tests/2+presentation of topic+case study+activity in seminars+final exam

All your points will be recorded in notebook in information system continuously during whole semester.

Any copying, recording or leaking tests, use of unauthorized tools, aids and communication devices, or other disruptions of objectivity of exams (credit tests) will be considered non-compliance with the conditions for course completion as well as a severe violation of the study rules. Consequently, the teacher will finish the exam (credit test) by awarding grade "F" in the Information System, and the Dean will initiate disciplinary proceedings that may result in study termination.

### Výstupy z učení

At the end of the course students should be able to: - understand the theory of corporate finance and apply it

- understand the theory of financial analysis and company planning and be able to use it;

- understand methods of financial analysis applicable to analysis of historic development of a company;

- understand methods of financial analysis applicable to monitoring the differences from a plan and prediction of a future company development;

- analyse and interpret economic results;

- recognize and qualify influences that have shaped these economic results

### Osnova

\* Thematic plan of lectures:

\* 1) Introduction to corporate finance, basic types of financial management decisions, the role of the financial manager, forms of business organizations, the goal of financial management, the agency problem.

\* 2) The time value of money, future value and compounding, present value and discounting, annuities, perpetuities.

\* 3) Project analysis and evaluation, break-even analysis, operating leverage, financial leverage, cost of capital.

\* 4) Classification of financial accounting systems and generally accepted accounting principles (fundamentals of financial accounting), valuation of company assets — summarization of valuation principles, methods of company valuation and their impact on informative value of accounting;

\* 5) Property and financial structure of company — material definition of selected parts of balance sheet in extended version (as statement informing about company financial state at particular date), supplements to financial statements in extended version;

\* 6) Profit and loss statement in extended version (as statement informing about effect of economic activities in targeted period) and Cash flow statement — explanation of methodical procedures for preparation of cash flow statement in accordance with legislation in force, their comparison and assessment including changes that have increased its informative value, use of cash flow indicators for dynamic (retrospective) financial analysis and financial planning;

\* 7) Consolidated accounting statements — concepts, procedures, content and forms, utilization for financial analysis; Objectives and basic methodological instruments of financial analysis — function, phases, methodological principles and instruments used in financial analysis, users of financial analysis and their needs, external financial analysis;

\* 8) Extensive ratios of financial analysis — horizontal and vertical methods of financial analysis, cash funds and conception of fund concept of cash flow statement; Profitability ratios and their use - profitability ratios and their use, basic pyramidal factorization;

\* 9) Activity ratios — indicators monitoring parts of assets blocked in other than cash form in context of different impact on company profit; Pyramidal factorization of profitability of capital contributed, analysis of operating and financial risk — pyramidal factorization of equity profitability and profitability of total capital, multiplicator of shareholder value (financial leverage), analysis of operating and financial risk, contribution margin;

\* 10) Indebtedness analysis — long-term solvency, fundamentals of financial structure in context of theoretical rules and methods of financial structure optimization, liquidity analysis — liquidity measurement;

\* 11) Indicators based on capital market data, indicators based on cash flow and net working capital;

\* 12) Prediction of financial tightness — Altmans Z-score, Index IN, Quicktest, Index bonity, Tafflers model, Beermans model;

\* 13) Aspects and creation of financial plan, long-term financial plan, short-term financial plan, basic methods for creation of financial plan, company budgets, traditional budget methods (incremental, ZBB, CMP) and new budget methods (PBB, KAIZEN, WCM and contingency attitudes);

\* Thematic plan of seminars:

\* All the seminars are conducted in an active form, i.e. practical exercises and case studies concerning above mentioned themes are solved there.

- \* 1) Accounting and economics repetition, creating of pairs of students who will work together on the case study during the whole semester, choosing of the company for the case study
- \* 2) Time value of money, calculating of net present value, internal rate of return, discounting...
- \* 3) Break-even analysis, operating leverage, financial leverage
- \* 4) Balance sheet — detailed material analysis of balance sheet in full range, creation of classes of assets and liabilities and their mutual connections;
- \* 5) Profit and loss statement - detailed material analysis of profit and loss statement in full range, creation of classes of costs and revenues in context of creation of business margin, added value, operating, financial and extraordinary profit;
- \* 6) Non-standards parts of assets, liabilities, costs and revenues — cases demonstrating origin of selected items and their influence on balance amount or profit — receivables resulting from subscribed equity, asset provisions, reserves, financial investments, equity and own shares, temporary debit accounts, deferred tax liability or receivable, variation in internally produced inventory and their influence on company results, self-manufactured asset revenue and their influence on company results and total influence on added value from company operating operations; Cash flow — use of balance sheet and profit and loss statement for preparation of cash flow statement by indirect method, analysis of operating, investing and financial cash flow in case studies. Methodical procedures of calculation of cash flow resulting from investments operations and cash flows connected with internal financing and refinancing - exercises (profit funds, accumulated profit from previous years and its distribution); Retrospective comparison of legislation related to cash flow statement (case study of forming cash flow statement using either "old" or "new" version and evaluation of their informative value for assessment of changes in company financial situation);
- \* 7) In-term test 1;
- \* 8) Full method for consolidation — case study regarding full consolidative method used in creation of consolidated accounting statement, consolidative difference, aspects of view on group of companies as one consolidated unit suppressing portion of ownership;
- \* 9) Equivalent methods for consolidation - case study regarding consolidative method used in creation of consolidated accounting statement, consolidative difference, aspects of view on a group of companies on the basis of shareholders concept;
- \* 10) Horizontal and vertical analysis — case study of selected Czech company in the course of two or three successive periods; Analysis of net working capital and cash receivable fund in exercises, in context of fund conception of cash flow statement;
- \* 11) Profitability, activity and pyramidal systems — indicators (mainly Du Pont and INFA analysis) in case study;
- \* 12) In-term test 2;
- \* 13) Creation of financial plan — use of financial analysis for creating financial plan — case study;
- \* Alternative overall in-term test;

**Literatura****povinná literatura**

ACCA *Applied skills : financial management (FM) : study text*. Wokingham: Kaplan Publishing, 2019. 32, 752. ISBN 9781787403918.

**doporučená literatura**

BREALEY, Richard A., Stewart C. MYERS a Franklin ALLEN. *Principles of corporate finance*. 8th ed. Boston: McGraw-Hill, 2006. xxviii, 10. ISBN 0072957239.

WESTERFIELD, Randolph a Jeffrey F. JAFFE. *Corporate finance*. Edited by Stephen A. Ross. 7th ed. Boston: McGraw-Hill, 2005. xxxiii, 94. ISBN 0072829206.

DAMODARAN, Aswath. *Applied corporate finance*. 3rd ed. Hoboken: John Wiley & Sons, 2011. xiv, 738. ISBN 9780470384640.

HOSKIN, Robert E. *Financial statement analysis for non-financial managers : property and casualty insurance*. Indianapolis: Dog ear publishing, 2011. 132 stran. ISBN 9781457504464.

**ESF:MPH\_ACOP Consultancy Project**

8 kreditů, ukončení zk, garant předmětu Ing. Petr Smutný, Ph.D.

**Vyučující**

Ing. Jakub Čech (přednášející)  
Ing. Petr Smutný, Ph.D. (přednášející)  
Ing. Jakub Čech (cvičící)  
Ing. Petr Smutný, Ph.D. (cvičící)

**Cíle předmětu**

This course looks at how organizational integrators influence the development of the firm. It enables students to learn and apply a variety of business engineering principles through the development of a Business Plan for a new company. The basic method of learning is through business modeling and investigative research. Working in teams, students will explore how companies develop and transform into highly functional entities from the holistic perspective. The lecturer will provide extensive examples from past experiences as a senior executive in a number of defense industry firms.

**Výukové metody**

Tuition has a form of lectures, seminars and self-study. Participation in seminars is obligatory.

**Metody hodnocení**

Students will be graded on attendance, class participation, peer reviews and a final colloquium which includes discussion and evaluation of a team project. Any copying, recording or leaking tests, use of unauthorized tools, aids and communication devices, or other disruptions of objectivity of exams (credit tests) will be considered non-compliance with the conditions for course completion as well as a severe violation of the study rules. Consequently, the teacher will finish the exam (credit test) by awarding grade "F" in the Information System, and the Dean will initiate disciplinary proceedings that may result in study termination.

**Výstupy z učení**

At the end of this course, students should be able to:

- understand the company in its entirety
- integrate knowledge from different courses (such as the corporate economy, management, marketing, accounting, etc.) and apply it to the development of a Business Plan that can be used to raise start-up capital
- use teamwork

**Osnova**

Introduction to the course Market analysis Company self-assessment Analysis evaluation and priority setting Strategy setting Team project

**Literatura****povinná literatura**

SCARBOROUGH, Norman M. a Jeffrey R. CORNWALL. *Entrepreneurship and effective small business management*. Global edition. Boston: Pearson, 2015. 936 stran. ISBN 9781292060613.

STUTELY, Richard. *The definitive business plan : the fast track to intelligent planning for executives and entrepreneurs*. 3rd edition. Harlow, England: Pearson, 2012. xxiv, 352. ISBN 9780273761143.

**ESF:MPH\_ADS1 Diploma seminar 1**

12 kreditů, ukončení z, garant předmětu doc. Ing. Bc. Petr Suchánek, Ph.D.

**Vyučující**

- doc. Ing. Ondřej Částecký, Ph.D. (cvičící)  
 doc. Ing. Alena Klapalová, Ph.D. (cvičící)  
 Ing. Mgr. Michal Krčál, Ph.D. (cvičící)  
 Tuck Lloyd Crawford MacRae, M. B.A. (cvičící)  
 Ing. Petr Smutný, Ph.D. (cvičící)  
 doc. Ing. Bc. Petr Suchánek, Ph.D. (cvičící)  
 doc. Ing. Radoslav Škapa, Ph.D. (cvičící)  
 Ing. Bc. Sylva Žáková Talpová, Ph.D. (cvičící)

**Cíle předmětu**

The aim of this course is the preparation and implementation of the first phase of the thesis.

**Výukové metody**

Individual study and consultations with the supervisor.

**Metody hodnocení**

Preparation Diploma Thesis and participation in consultations are evaluated as requirements fulfilled/not fulfilled. Credits are granted at the supervisor the end of the semester after all criteria have been met.

**Výstupy z učení**

After completing the course, students will be able to: • to select the correct strategy and tactics of scientific writing,  
 • to acquire and to apply the theory and methods of solution of the problem,  
 • participate in a partial manner in the development of these methods,  
 • to retrieve, to process and correctly interpret the necessary factual information,  
 • to implement and to evaluate empirical investigation, including recommendations one follows,  
 • to act in the spirit of publishing ethics,  
 • to adopt the principles of professional-style writing.

**Osnova**

Seminars: 1. Sense and goals of the final work procedures in its processing, work with literature, databases, etc.  
 2. Use of qualitative methods.  
 3. Principles of survey.  
 4. Enjoyment of quantitative methods.  
 Individual consultation with the supervisor during the semester.

**Literatura****povinná literatura**

THOMAS, R. Murray a Dale L. BRUBAKER. *Avoiding thesis and dissertation pitfalls : 61 cases of problems and solutions*. 1st ed. Westport: Bergin & Garvey, 2001. ix, 223. ISBN 0897898222.

**ESF:MPH\_ADS2 Diploma seminar 2**

12 kreditů, ukončení z, garant předmětu doc. Ing. Bc. Petr Suchánek, Ph.D.

**Vyučující**

doc. Ing. Alena Klapalová, Ph.D. (cvičící)  
 Ing. Mgr. Michal Krčál, Ph.D. (cvičící)  
 Tuck Lloyd Crawford MacRae, M. B.A. (cvičící)  
 doc. Ing. Daniel Němec, Ph.D. (cvičící)  
 Ing. Petr Smutný, Ph.D. (cvičící)  
 doc. Ing. Bc. Petr Suchánek, Ph.D. (cvičící)  
 doc. Ing. Radoslav Škapa, Ph.D. (cvičící)  
 Ing. Bc. Sylva Žáková Talfová, Ph.D. (cvičící)

**Cíle předmětu**

The aim of the course is to complete and prepare for the defence the diploma thesis.

**Výukové metody**

Individual study and consultations with the supervisor.

**Metody hodnocení**

Writing Diploma Thesis and participation in consultations are evaluated as requirements fulfilled/not fulfilled. Credits are granted of the supervisor at the end of the semester after all criteria have been met.

**Výstupy z učení**

At the end of this course, student should be able to approach writing final paper the diploma thesis as a scientific work; The student should be able to properly conceiving the final diploma paper ; The student should be able to choosing the correct strategy and tactics of professional text writing - of managing the final of thesis. The student should be able to learn to quickly and correctly read and process information sources and keep to the rules of publishing ethics. Students will acquire knowledge of principles of professional-style writing. Last but not least the student should be able to evaluating empirical investigation and formulating recommendations that result from that investigation. At the end of this course, student should be able to demonstrating their awareness of principles of successful presentation at the defence of the thesis. The ultimate objective would be for students to be able to apply the knowledge in practice.

**Osnova**

Individual consultation with the supervisor of the thesis during the semester.

**Literatura**

THOMAS, R. Murray a Dale L. BRUBAKER. *Avoiding thesis and dissertation pitfalls : 61 cases of problems and solutions*. 1st ed. Westport: Bergin & Garvey, 2001. ix, 223. ISBN 0897898222.

**ESF:MPH\_ADTH Diploma thesis assignment**

3 kreditů, ukončení zk, garant předmětu doc. Ing. Bc. Petr Suchánek, Ph.D.

**Vyučující**

doc. Ing. Bc. Petr Suchánek, Ph.D. (cvičící)

**Cíle předmětu**

The aim of the course is to clarify the topic of the final thesis and create the assignment according to which the student will proceed to solve his/her work.

**Výukové metody**

Individual study and consultations with the supervisor leading to formulation of the official assignment of the diploma thesis.

**Metody hodnocení**

Students are rewarded with a credit for participation in consultations and for active cooperation with their supervisors on the official assignment of the diploma thesis.

**Výstupy z učení**

At the end of the course the student will be able to:

- formulate a managerial problem and set a goal of the diploma thesis;
- propose appropriate methods of resolution of the problem;
- define characteristic features of scientific work;
- judge the sources of literature and use them for creating literature review;
- create the official assignment of the diploma thesis in cooperation with a supervisor;

**Osnova**

Teaching is based on individual consultations with supervisor of the thesis during the whole semester. These are supposed to lead to creation of the official assignment of the thesis, which is considered to be the main output of this course.

**Literatura****povinná literatura**

Writing a Successful Thesis or Dissertation: Tips and Strategies for Students in the Social and Behavioral Sciences. Writing a Successful Thesis or Dissertation: Tips and Strategies for Students in the Social and Behavioral Sciences. 2008. ISBN 978141294

**ESF:MPH\_AIMA International Management**

4 kreditů, ukončení zk, garant předmětu Ing. Bc. Sylva Žáková Talfová, Ph.D.

**Vyučující**

Ing. Bc. Sylva Žáková Talpová, Ph.D. (přednášející)  
 doc. Ing. Petr Pirožek, Ph.D. (přednášející)  
 Ing. Bc. Alena Šafrová Drášilová, Ph.D. (přednášející)  
 doc. Ing. Ondřej Částecký, Ph.D. (přednášející)  
 doc. Ing. Ondřej Částecký, Ph.D. (cvičící)  
 Ing. Bc. Sylva Žáková Talpová, Ph.D. (cvičící)

**Cíle předmětu**

The main objective of the course is to understand the complexity of management of multinational corporations and the international environment. The course combines lectures with case studies, so that students can apply their knowledge to the real-case examples. Often a few top managers from MNEs participate in the course and bring additional value to the course.

**Výukové metody**

The class sessions consist of interactive lectures, case studies and presentations. Out of class workload consists of:  
 - preparing a case study in a team of 3-4 students  
 - assessing of two case studies from other teams  
 - 2 online tests  
 - readings related to topics of seminars.

**Metody hodnocení**

Team case study, two online tests, two assessments of other case studies, active participation in seminars. Final test (written) in the exam period.

**Výstupy z učení**

At the end of the course, students should be able to:

- explain the factors of international environment in which multinational organizations operate;
- explain the forces that drive global and European business;
- gather the necessary information on factors affecting the behaviour of multinational companies operating in a specific region and develop arguments;
- explain impacts of operations of multinational organizations, their local/global influence;
- list and assess factors involved in the management of multinational organizations;
- assess the function of business processes in international management and to draw up arguments to use;
- understand and apply the concepts developed in the literature;

**Osnova**

1. Introduction — course outline, background information, global integration
2. Internationalization
3. Collective forms of business, cooperation, joint venture, acquisitions
4. Multinational businesses and their strategies
5. Managing multinational business operations (organizing strategy)
6. Managing Multinational business operations (HR management, negotiation)

**Literatura****povinná literatura**

DERESKY, Helen. *International management : managing across borders and cultures : text and cases*. Ninth edition, global editio. Boston: Pearson, 2017. 500 stran. ISBN 9781292153537.

GOODERHAM, Paul N. a Odd NORDHAUG. *International management : cross-boundary challenges*. 1st ed. Malden: Blackwell, 2003. xiii, 473. ISBN 0631233423.

**doporučená literatura**

RODRIGUES, Carl. *International management : a cultural approach*. 3rd ed. Los Angeles: SAGE, 2009. xxii, 532. ISBN 9781412951418.

MEAD, Richard. *International management : cross-cultural dimensions*. 1st ed. Cambridge: Blackwell, 1994. xvii, 525. ISBN 0-631-18368-X.

**ESF:MPH\_CSMR Business research**

4 kreditů, ukončení zk, garant předmětu doc. Ing. Radoslav Škapa, Ph.D.

**Vyučující**

doc. Ing. Alena Klapalová, Ph.D. (přednášející)  
 Ing. Mikhail Monashev (přednášející), Ing. Mikhail Monashev (zástupce)  
 doc. Ing. Radoslav Škapa, Ph.D. (přednášející)  
 doc. Ing. Alena Klapalová, Ph.D. (cvičící)  
 doc. Ing. Radoslav Škapa, Ph.D. (cvičící)

**Cíle předmětu**

This course introduces to business research methods and research process. Specifically, it develops students' knowledge and ability to independently design and perform a quantitative research.

**Výukové metody**

In lectures the main issues of business research as listed in the schedule are explained and discussed. The students' main task in the course is to design and conduct their own research project in teams applying the knowledge from lectures and self-study. To facilitate the research projects, the tutors provide students with feedback in each of predefined research stages. Besides discussion, the seminars are also a platform for evaluation of project milestones

**Metody hodnocení**

To pass the course the students are required to gain at least 60% of points in the test covering the theory of business research, to defend the research project and to gain at least 60% for it. The final mark is computed as the weighted average of mark of written test (weight 33 %), the mark of work-in-progress research project (23 %) and its final version (40 %), and the quality of feedback related to other students' project (7%). Any copying, recording or leaking tests, use of unauthorized tools, aids and communication devices, or other disruptions of objectivity of exams (credit tests) will be considered non-compliance with the conditions for course completion as well as a severe violation of the study rules. Consequently, the teacher will finish the exam (credit test) by awarding grade "F" in the Information System, and the Dean will initiate disciplinary proceedings that may result in study termination.

**Výstupy z učení**

At the end of this course, students will be able to:

- develop marketing research plan in harmony with the research problem
- design appropriate research methodology
- apply quantitative methods of data collection and reprocessing

A parallel ambition is to further improve students' critical thinking.

**Osnova**

1. Business research — contextual framework, its domains, ethical aspects
2. The basic approaches and forms of business research
3. Quality in research: validity and reliability
4. Questionnaire design
5. Uni- and bivariate data analysis
6. Qualitative approach to research
7. Preparing the Research Report

**Literatura****povinná literatura**

SAUNDERS, Mark, Philip LEWIS a Adrian THORNHILL. *Research methods for business students*. Seventh edition. Harlow, England: Pearson, 2015. xxvi, 741. ISBN 9781292016627.

COOPER, Donald R. a Pamela S. SCHINDLER. *Business research methods*. 8th ed. Boston: McGraw-Hill, 2003. xix, 857. ISBN 0072498706.

**doporučená literatura**

MALHOTRA, Naresh K. *Marketing research : an applied orientation*. 6th ed., Global edition. Boston: Pearson, 2010. 929 s. ISBN 9780136094234.

SEKARAN, Uma a Johan Roger Gisbert BOUGIE. *Research methods for business : a skill building approach*. 5th ed. Chichester: Wiley, 2009. xx, 468. ISBN 9780470744796.

*Encyclopedia of survey research methods*. Edited by Paul J. Lavrakas. Thousand Oaks, Calif.: SAGE Publications, 2008. 2 v. ISBN 978-1-4129-1808-4.

SHUKLA, Paurav. *Essentials of Marketing Research*. 1. vyd. <http://bookboon.com>, 2008. 117 s. ISBN 978-87-7681411-3. <http://bookboon.com/en/textbooks/marketing-media/marketing-research-an-introduction>

## 2.3 Ostatní povinné a povinně-volitelné předměty

**ESF:MPH\_AHMR Human Resources Management**

8 kreditů, ukončení zk, garant předmětu doc. Ing. Mgr. Jakub Procházka, Ph.D.

**Vyučující**

- Ing. Bc. Michal Ďuriník, Ph.D. (přednášející)  
Ing. Michal Jirásek, Ph.D. (přednášející)  
Tuck Lloyd Crawford MacRae, M. B.A. (přednášející)  
Mgr. et Mgr. Tomáš Ondráček, Ph.D. (přednášející)  
doc. Ing. Mgr. Jakub Procházka, Ph.D. (přednášející)  
Ing. Peter Kelemen (cvičící)

**Cíle předmětu**

The course deals with main topics in the area of Human resource management in companies and also with some modern trends in HRM. Students will get acquainted with the agenda and processes they may encounter in companies in a managerial role or as HR generalists.

**Výukové metody**

Lectures, records of lectures, model situations, discussions, teamwork, reflection

**Metody hodnocení**

Students can get up to 100 points (+ several bonus points) during the semester. They need to attend at least 80% of seminars, get at least 60 points in total and fulfil the minimal conditions for the final test and both tasks. Grades: A (90+ points), B(83-89), C(75-82), D(67-74), E(60-66), F(0-59)

Attendance at seminars: 0-10 points (minimal condition: 8)

Attendance at lectures: 0-5 bonus points

Group project and presentation: 0-35 points (minimal condition: 10 points) + 0-4 bonus points

Group reflection: 0-5 points (minimal condition: 1 point)

Final test: 0-50 points (minimal condition: 20 points)

Attendance:

There are 12 seminars in the semester. Student get 1 point for attending 3 seminars and 1 more point for attending each additional seminar.

There are 10 lectures in the semester + 1 final lecture where the final test is written. Student get 1 point for attending 6 lectures and 1 more point for attending each additional lecture (except the last one).

Group project:

Groups of 2-4 students participate in the group project where they solve a problem of a model company. The detailed instructions for the project will be presented at the first seminar and will be also available in Study Materials in IS.

Written reflection:

A group of 3-4 students prepare a written reflection of what they learn during the semester. The reflection answers following questions:

a) What is the most important knowledge that you get during the course (1-4 specific pieces of knowledge)? Why?

b) What else do you need to learn in the area of HRM to be able to succeed in the role of manager, company owner or an employee in HR? Why?

c) How do you acquire such knowledge?

Students should discuss these questions in group and describe the common conclusions and also the differences.

Deadline: 13.5. (submit as MS Word document in IS)

Page limit: minimal 250 words, maximal 750 words

Final test:

Test consists of 10 multiple choice questions that focus on the content of lectures, records of lectures, seminars and selected chapters of the textbooks (Robbins and Judge, 2017; Wilton, 2013). The test is written online and students are allowed to use their notes and online and offline materials. Advice from other students or other people is prohibited.

Students will write the test on 9.5. as a part of the last lecture.

Students are required to meet all deadlines. In case of late submission, the team will lose 2 points for each 60 minutes of delay.

### Výstupy z učení

Student will be able to:

- describe the main issues of the area of organizational behaviour and human resource management;
- explain basic concepts from the area of organizational behaviour and human resource management;
- utilize the knowledge of the HRM concepts in real situations.

### Osnova

Introduction to HRM

Link between strategy, HRM and work design

Job analysis, recruitment and personnel selection

Onboarding

Job evaluation and appraisal systems

Training and development

Corporate surveys and job satisfaction

Knowledge management

Decision making in organisations

Corporate power and politics

Ethics in HRM

### Literatura

#### povinná literatura

ROBBINS, Stephen P. a Timothy A. JUDGE. *Organizational behavior*. 17 global edition. Boston: Pearson, 2017. 739 stran. ISBN 9781292146348.

WILTON, Nick. *An introduction to human resource management*. 2nd ed. Los Angeles: Sage, 2013. xx, 455. ISBN 9781446255841.

#### doporučená literatura

ARMSTRONG, Michael. *Armstrong's handbook of human resource management practice*. 11th ed. London: Kogan Page, 2009. xxvi, 1062. ISBN 9780749452421.

*Strategic human resource management*. Edited by Randall S. Schuler - Susan E. Jackson. 2nd ed. Malden, Ma: Blackwell, 2007. xviii, 478. ISBN 9781405149594.

**ESF:MPH\_AINT International Trade**

4 kreditů, ukončení zk, garant předmětu Ing. Bc. Sylva Žáková Talpová, Ph.D.

**Vyučující**

Ing. Bc. Sylva Žáková Talpová, Ph.D. (přednášející)  
Ing. Bc. Alena Šafrová Drášilová, Ph.D. (přednášející)  
JUDr. Tereza Kyselovská, Ph.D. (přednášející)  
Ing. Bc. Sylva Žáková Talpová, Ph.D. (cvičící)

**Cíle předmětu**

This course is an introduction to the theory of international trade. The main objective of the course is to understand the basic principles of international trade. The course will also cover applications to a number of topics of current interest (e.g. the current debates on the design and operation of international organisations such as the institutions that have been established to liberalise (GATT) and manage (WTO) world trade, discussed agreements (TTIP) etc.).

**Výukové metody**

The class sessions consist of interactive lectures and presentations. Out of class workload consists of preparing a case studies presentations (handed in through IS), which are then presented in seminars.

**Metody hodnocení**

Seminar work: Students choose and present case study referring to the topics that has been dealt with at lectures. Active participation in seminars is compulsory. Written final exam, students need to reach 60% to pass. The final grade will be based on two components: coursework (40%) and a final examination (60%). Any copying, recording or leaking tests, use of unauthorized tools, aids and communication devices, or other disruptions of objectivity of exams (credit tests) will be considered non-compliance with the conditions for course completion as well as a severe violation of the study rules. Consequently, the teacher will finish the exam (credit test) by awarding grade "F" in the Information System, and the Dean will initiate disciplinary proceedings that may result in study termination.

**Výstupy z učení**

At the end of the course students will be able to:

- explain the importance of international trade to various stakeholder groups;
- describe what determines the flow of goods across countries;
- explain major models of international trade;
- describe the instruments of international trade and explain its consequences;
- discuss and develop arguments for most important issues of international trade;
- describe the most important institutions in this area;

**Osnova**

1. Introduction, history of international trade, development, business environment 2. Basic models of international trade 3. International commercial law 4. The instruments of trade policy 5. Political economy of trade policy & International trade agreements 6. Controversial Issues

**Literatura****povinná literatura**

KRUGMAN, Paul R., Maurice OBSTFELD a Marc J. MELITZ. *International economics : theory & policy*. 9th ed. Boston: Pearson Addison-Wesley, 2012. 731 p. ISBN 9780273754091.

FEENSTRA, Robert C. a Alan M. TAYLOR. *International economics*. 1st ed. New York: Worth Publishers, 2008. xlvi, 980. ISBN 9780716792833.

**doporučená literatura**

FEENSTRA, Robert C. *Advanced international trade : theory and evidence*. Princeton: Princeton University Press, 2004. xii, 484. ISBN 0691114102.

**ESF:MPH\_AMA2 Management 2**

4 kreditů, ukončení zk, garant předmětu doc. Ing. Ondřej Částek, Ph.D.

**Vyučující**

doc. Ing. Ondřej Částek, Ph.D. (přednášející)  
Seto Satriyo Bayu Aji, M.A. (přednášející)

**Cíle předmětu**

The course is a follow-up course to MPH\_AMBE Management and Business Economics (Basics). It should lead to the development of system thinking, creating the conditions for perception of broader contexts, deeper understanding of feedback processes, relationships between parts and the whole, statics and dynamics. It should also lead to the acquisition of both theoretical and factual knowledge

**Výukové metody**

The course is taught partially as lectures, partially as seminars and discussions. Students will work in teams on presentations on a specified topic and on case studies. Detailed information about topics to study and semester schedule can be found in the interactive syllabus. This syllabus is always updated before the start of the semester. ([https://is.muni.cz/auth/el/1456/podzim2016/MPH\\_AMA2/index.qwarp](https://is.muni.cz/auth/el/1456/podzim2016/MPH_AMA2/index.qwarp)). Attendance on seminars is compulsory.

**Metody hodnocení**

Students have to pass a written test and an oral examination to successfully conclude the course. Students can only take the exam after giving their presentations in seminars and fulfilling other duties required at seminars. Any copying, keeping a record of tests or carrying the tests out, using forbidden aids including any communication devices or any other breach of objectivity of the exam is regarded as a failure to meet the obligations of the subject and as a serious breach of study regulations. As a consequence, the teacher grades the student with "F" and the dean is allowed to initiate a disciplinary action, which might lead to the termination of the studies.

**Výstupy z učení**

At the end of this course, students should be able to: explain long-term trends of economic and social business environment based on non-zero games understand the essence of relationship of a company to its owners, employees, customers, suppliers, creditors and state analyse the phenomena typical of current practice of corporate management.

**Osnova**

Corporate Governance Corporate Social Responsibility Stakeholder Approach in Strategic Management Organizational Culture Change Management Toyota Production System Business Network Cooperations

**Literatura****povinná literatura**

CUMMINGS, Thomas G. a Christopher G. WORLEY. *Organization development & change*. 10th ed. Stamford: Cengage Learning, 2015. xxii, 810. ISBN 9781133190455.

**neurčeno**

Recommended and required reading can be found in the interactive syllabus.

**ESF:MPH\_AMEU Marketing in the EU**

4 kreditů, ukončení zk, garant předmětu doc. Ing. Alena Klapalová, Ph.D.

**Vyučující**

Jessica Omeye Amiesimaka, M.Sc. (cvičící)  
doc. Ing. Alena Klapalová, Ph.D. (cvičící)  
Ing. Dušan Mladenović, Ph.D. (cvičící)  
Ing. Jana Švecová (cvičící)

**Cíle předmětu**

The entrepreneurial environment of the European Union is highly competitive and many aspects of entrepreneurship are guided and regulated through common policies set out by the integrated countries. On the other hand even despite the obvious impact of globalization and integration, entrepreneurs come to terms with a range of different national, regional and local specifics that significantly influence entrepreneurial activity. The course focuses on the development of basic marketing skills of prospective managers and employees of companies engaged in the international business environment.

**Výukové metody**

The course proceeds in a form of seminars and consultations with the active involvement of students. The emphasis is put on the individual work of a group of students (seminar work) analyzing the EU country market (or markets) and through the findings from market analysis solving a concrete marketing problem.

**Metody hodnocení**

The course finishes with a short test (done in the second half of the semester). Students are required to work on the seminar work during the semester. The quality of the work makes 80% of the assessment, the rest is based on the result of the test (10%) and active participation - case studies solution (10%). If the activity of students is above the average during seminars, no test will be needed. Any copying, keeping a record of tests or carrying the tests out, using forbidden aids including any communication devices or any other breach of objectivity of the exam is regarded as a failure to meet the obligations of the subject and as a serious breach of study regulations. As a consequence, the teacher grades the student with "F" and the dean is allowed to initiate disciplinary action, which might lead to the termination of the studies.

**Výstupy z učení**

At the end of this course, students should be able to understand specifics of marketing within the EU market, be able to apply various techniques of marketing management in the international environment and be aware of the specific use of marketing methods, techniques or tools. These must be adapted to different conditions of individual EU member countries resulting from either cultural differences, different legislation or from other particularities of the environment. Students should understand how to seek opportunities and to spot threats in areas in which they do not appear (not until now) in the home market and to use the results of the environmental analyses to make marketing decisions with regards to the marketing mix applied in European Union markets.

**Osnova**

The following themes constitute the content of seminar work and they are not the specific themes of the individual lessons.

1. Introduction to the subject of marketing in the EU
2. The EU environment
3. The EU Cultural environment
4. The EU policies
5. Examples of country policies and strategies
7. The EU statistics
8. The EU legislation - examples
9. The EU country legislation - examples

10. International marketing research and content analysis
11. Marketing strategies on the EU market - 1st part
12. Marketing strategies on the EU market - 2nd part

**Literatura****povinná literatura**

CHERNEV, Alexander. *Strategic marketing management*. Eighth edition. USA: Northwestern University, 2014. viii, 274. ISBN 9781936572205.

HOLLENSEN, Svend. *Essentials of global marketing*. 2nd ed. Harlow: Pearson, 2012. xxiv, 524. ISBN 9780273756545.

**doporučená literatura**

LEE, K. a S. CARTER. *Global marketing management*. 3rd ed. New York: Oxford University Press, 2012. 592 s. ISBN 978-0-19-960970-3.

HOOLEY, G. J. a N. PIERCY. *Marketing strategy & competitive positioning*. 5th ed. Harlow: Pearson, 2012. 578 s. ISBN 978-0-273-74093-3.

KOTABE, Masaaki a Kristiaan HELSEN. *Global marketing management*. 5th ed. Hoboken: John Wiley & Sons, 2010. xxiii, 725. ISBN 9780470381113.

ONKVISIT, Sak a John J. SHAW. *International marketing : strategy and theory*. 5th ed. London: Routledge, 2008. xxiv, 710. ISBN 9780203930069.

USUNIER, Jean-Claude a Julie Anne LEE. *Marketing across cultures*. 4th ed. Harlow: Prentice-Hall, 2005. xx, 573. ISBN 0273685295.

SOLOMON, Michael R., Gary BAMOSSY a Soren ASKEGAARD. *Consumer behaviour : a European perspective*. 2nd ed. Harlow: Prentice Hall, 2002. xxiii, 630. ISBN 027365182X.

**neurčeno**

USUNIER, Jean-Claude a Julie Anne LEE. *Marketing across cultures*. Sixth edition. Harlow, England: Pearson, 2013. xviii, 478. ISBN 9780273757733.

**ESF:MPH\_AOPR Operations Research and ERP**

8 kreditů, ukončení zk, garant předmětu Ing. Jaromír Skorkovský, CSc.

**Vyučující**

Ing. Jaromír Skorkovský, CSc. (přednášející)

**Cíle předmětu**

This course will be present the symbiosis between the principles of operations management (OR) and the tools, that are used to control processes. Classic operations research courses are often devoted to methods and solving problems associated with processes. On the other hand, in courses that discuss sophisticated software tools such as the ERP or CRM, students will learn how to use this or that function or how these systems configured. This information is without a doubt, very handy, especially for IT managers. Still, it is utterly insufficient for standard users who need to know how structured data provided by the software can be used for improvements to existing processes. This course integrates ERP and the management of operations from the perspective of the ERP system, Microsoft Dynamics NAV. Operations may be interpreted as a set of functions or parts of systems transferring inputs into outputs of more excellent value while taking into consideration, that basic principles of operational proceedings are based on feedback and requirements. The operational horizons addressed in the course are divided into four sectors: Finance and Accounting (production and inventory data and analysis of related costs, basic reporting, budgets, and capacities) Suppliers (orders for material replenishment, quality management, material availability) Marketing (product availability, lead time estimates, business opportunities, dispatching, sales forecasts, customer feedback).

**Výukové metody**

Lectures and seminars, modeling the typical case studies by using the chosen ERP system and related discussions, self-study, hands-on ERP systems. During theoretical sessions, a subject will be presented by the use of power-point presentations handed over to study materials. If necessary, all examples will be also shown in an ERP system or MS Office application (such as Excel). Most of the examples are connected to teacher experiences (freelanced consultancy related to the implementation of ERP systems). During the seminars, every student will have at his/her disposal own demo version of the ERP system in order to practice. For the home study, free access to the network version of the system will be provided.

**Metody hodnocení**

For the standard full-time study, the course will be split into 13 blocks of lectures, and every block will be 2 + 2 hours. The first two teaching units will be dedicated to theory sessions (see syllabus) and the subsequent two teaching units to hands-on, where students will be working with ERP system MS Dynamics NAV 2018. The subject is not provided for combined or other forms of study except for full-time study. The complex character of the item requires that course switches from lectures to hands-on procedures and vice versa, so the attendance is mandatory for all lectures and seminars !! In every lesson, the teacher will require a discussion about the subject and will present real case studies from his expertise for a better understanding of the usage of managerial

methods and tools. Students will be supplied with the latest available demo version of an ERP system MS Dynamics NAV, and it is expected that this demo version will be installed on their private computers to check acquired skills during self-study. The teacher will continuously review the student's ability to operate the demo version of ERP during seminars. The first part of the final exam will consist of a written section, in which the student will prepare a basis for the subsequent oral exam about managerial methods and the second hands-on part where the student will present a required example of a daily process in ERP. The question will be supplied in advance and will be stored on the university server. The manuals and PowerPoint presentations related to every provided chapter will be stored on that server as well as the written materials, which will help to model required processes in the ERP system. Students will write one seminar works based on instructions provided by the lecturer. Without evaluated seminar work, students will not be accepted for final exams !!! Any copying, keeping a record of tests, or carrying the checks out, using forbidden aids including any communication devices or any other breach of objectivity of the exam, is regarded as a failure to meet the obligations of the subject and as a serious breach of study regulations. As a consequence, the teacher grades the student with "F" and the dean is allowed to initiate disciplinary action, which might lead to the termination of the studies.

### Výstupy z učení

Student will be able to:

- understand the reasons for using modern ERP systems;
- use of methods of operation management in order to find constraints in processes and to suggest optimal solution for customer in order to diminish bottleneck influence ;
- understood symbiosis between the principles of operations research (OR) and the tools, that are used to control processes such as ERP and BI ;
- understanding how the synergy of OR methods and ERP systems can be used in management;
- define the benefits of using ERP systems;
- use of methods of operation management in order to make optimal decisions;

### Osnova

Basic Schedule per weeks split up into theoretical and practical sessions : 1.week: Theoretical sessions: Balanced scorecard and all related methods which create a conceptual frame of this course. Practical knowledge of ERP MS 365 Business Central: ERP characteristics and use, basic commands and mastery, main principles of system setup, source data, tables in their relations, business case scheme, impact to General Ledger (G/L), basics entry types (item, customer and vendor entries, value entries, reservation entries, and general ledger entries). The primary substance and use of this rough data for reporting 2.week : Theoretical sessions: Theory of Constraints Practical knowledge of ERP MS 365 Business Central: Source data such a Vendor card, Item card and Account. What is the stock location. Purchase orders, and impacts on payables orders and G/L. 3.week : Theoretical sessions: Theory of Constraints and Critical chain (comparing to chosen project management methods) Practical knowledge of ERP MS 365 Business Central: Source data such a customer card, sales order, fundamental of inventory management, locations, safety stock, credit limits ad dues dates, warning setup 4. week : Theoretical sessions: Basics of production and related algorithms such as MRP, MRP-II, and JIT. Practical knowledge of ERP MS 365 Business Central: Purchase and sales and application of created entries. 5: week : Theoretical sessions: Basics of logistics (safety stock, item replenishment, reorder point, EOQ, ABC) Practical knowledge of ERP MS 365 Business Central: Basic production scheme, bill of material, routings, basics of capacity planning, production order types. 6.week : Theoretical sessions: Total quality management, Six Sigma, Pareto and Ishikawa FBD Practical knowledge of ERP MS 365 Business Central: Production of the simple product. Reason for productions (sales order, forecast, ...). Consumption of item and put-away of final products. 7.week: Theoretical sessions: TQM (Deming, Little's law) Practical knowledge of ERP MS 365 Business Central: Transfer orders between stock locations 8.week : Theoretical sessions: Linear programming (solved tasks related to cutting and production mix) Practical knowledge of MS 365 Business Central: CRM, Pareto analysis in ERP. 9.week : Theoretical sessions: Basics of Yield management Practical knowledge of MS 365 Business Central: Accounting schemes and analysis by dimensions 10.week: Theoretical sessions: Decision-making tools (Kepner-Tregoe method ) Practical knowledge of MS 365 Business Central: Analysis view as an integral part of the ERP system 11.week: Theoretical sessions: Basics of decision trees Practical knowledge of ERP MS 365 Business Central: Blanket orders, drop shipment, substitutions, cross-references, non-stock items 12.week: Theoretical sessions: Business Intelligence Practical knowledge of ERP MS 365 Business Central: Revision — workshop (FAQ) 13.week: Theoretical sessions: Revisions — workshop (FAQ) Practical knowledge of ERP MS 365 Business Central: Revision — workshop (FAQ)

### Literatura

#### povinná literatura

RUSSELL, Roberta S. a Bernard TAYLOR. *Operations management : quality and competitiveness in a global environment*. 5th ed. Hoboken: Wiley, 2006. xxii, 808. ISBN 0471692093.

#### doporučená literatura

HOEVEN, Hans van der. *ERP and business processes : illustrated with Microsoft Dynamics NAV 2009*. Edited by Sandra B. Richtermeyer. Coral Springs: Llumina Press, 2009. viii, 239. ISBN 9781605943053.

HOPP, Wallace J. a Mark L. SPEARMAN. *Factory physics*. 3rd ed. Long Grove, Ill.: Waveland Press, 2008. xxv, 720. ISBN 9781577667391.

SCHRAGENHEIM, Eli. *Management dilemmas : the theory of constraints approach to problem identification and solutions*. Boca Raton: St. Lucie Press, 1999. xviii, 209. ISBN 1574442228.

SCHEINKOPF, Lisa J. *Thinking for a change : putting the TOC thinking processes to use*. Boca Raton: St. Lucie Press, 1999. xiv, 255. ISBN 1574441019.

GOLDRATT, Eliyahu M. *Late night discussions : on the theory of constraints*. Great Barrington: North River Press, 1992. 71 s. ISBN 0884271609.

GOLDRATT, Eliyahu M. *Theory of constraints*. Great Barrington: North River Press, 1990. x, 161 s. ISBN 0-88427-166-8.

## ESF:MPH\_BUPM Business Process Management

**Předmět se nevypisuje!** 4 kreditů, ukončení zk, garant předmětu doc. Ing. Radoslav Škapa, Ph.D.

### Vyučující

Ing. Mgr. Michal Krčál, Ph.D. (přednášející)  
Ing. Mikhail Monashev (přednášející)  
doc. Ing. Radoslav Škapa, Ph.D. (přednášející)  
Ing. Jakub Vrchlabský (přednášející)  
Ing. Mgr. Michal Krčál, Ph.D. (cvičící)  
Ing. Mikhail Monashev (cvičící)  
Ing. Jakub Vrchlabský (cvičící)

### Cíle předmětu

The aim of the course is to improve students' process thinking and to teach them how to perform a successful business process analysis (BPA) in a real situation.

### Výukové metody

Flipped classroom, group project.

### Metody hodnocení

Mid-term test (multiple choice + open questions), active seminar participation, final group project.

Students have to reach at least 50% in group project report assessment; actively participate in seminars and discussions and defend the final group project. The final assessment consists of the mid-term test, seminar activity, defense of the final project.

Any copying, keeping a record of tests or carrying the tests out, using forbidden aids including any communication devices, or any other breach of objectivity of the exam is regarded as a failure to meet the obligations of the subject and as a serious breach of study regulations. As a consequence, the teacher grades the student with an "F" and the dean is allowed to initiate disciplinary action, which might lead to the termination of the studies.

### Výstupy z učení

At the end of the course, students should be able to:

- define basic terms connected with BPM and BPMS;
- describe techniques for retrieving information about processes, for modeling processes and for optimizing processes;
- explain the concept of BPM (e.g. parts of the management discipline, frameworks used for implementing and managing BPM);
- explain (to managers) the importance of processes and their management in the context of the whole organization management;
- orient in a variety of information tools that support BPM;
- create a model, analysis, and optimization of a semi-complex business process.

### Osnova

- 01 - Introduction to BPA and BPM
- 02 - Process analysis and architecture
- 03 - Designing architecture and discovering processes
- 04 - Modeling and BPMN
- 05 - Information retrieval and gathering
- 06 - Process workshops, brown-paper session.
- 07 - Advanced modeling and SW tools
- 08 - Process optimization
- 09 - Qualitative analysis
- 10 - Quantitative analysis
- 11 - Managerial aspects of BPM
- 12 - Project drafts presentation

### Literatura

#### povinná literatura

DUMAS, Marlon, Marsello LA ROSA, Jan MENDLING a H. A. REIJERS. *Fundamentals of business process management*. Second edition. Berlin: Springer, 2018. xxxii, 527. ISBN 9783662565087.

WHITE, Stephen A. *BPMN modeling and reference guide: understanding and using BPMN : develop rigorous yet understandable graphical representations of business processes*. Lighthouse Point: Future Strategies, 2008. 225 s. ISBN 0-9777527-2-0.

#### doporučená literatura

*Handbook on business process management..* Edited by Jan Vom Brocke - Michael Rosemann. Second edition.

Berlin: Springer, 2015. xvii, 727. ISBN 9783642450990.

*Handbook on business process management..* Edited by Jan Vom Brocke - Michael Rosemann. Second edition. Berlin: Springer, 2015. xvii, 865. ISBN 9783642451027.

WESKE, Mathias. *Business process management : concepts, languages, architectures.* 2nd ed. Heidelberg: Springer, 2012. xv, 403. ISBN 9783642286155.

JESTON, John a Johan NELIS. *Management by process: a roadmap to sustainable business process management.* 1. vyd. Amsterdam: Elsevier/Butterworth-Heinemann, 2008. 303 s. ISBN 0-7506-8761-4.

MAGAL, Simha a Jeffrey WORD. *Essentials of business processes and information systems.* Hoboken: Wiley, 2009. xvii, 170. ISBN 9780470230596.

#### ESF:MPH\_COSR Corporate Social Responsibility

5 kreditů, ukončení zk, garant předmětu Ing. Petr Smutný, Ph.D.

#### Vyučující

Earl Arvid Molander (přednášející), Ing. Michal Jirásek, Ph.D. (zástupce)

#### Cíle předmětu

This course, is designed to introduce the international business or economics student to how non-economic factors in the corporate environment influence business strategy and operational decision-making. The course is **primarily on-line**.

#### Výukové metody

In US business schools, similar courses (which go by many different names) typically use a large, hardcover textbook that focuses primarily on the business environment in the US. Such a textbook is therefore not useful for a course taught to an international student audience with a strong international focus. Rather, in this course, we rely on a series of Modules generally consisting of short readings and cases focused on key topics, with assignments to highlight the major issues that each topic presents to the business manager and develop one's analytical skills and their direct application to business decision making dilemmas.

The course structure will consist of a total of 11 Modules organized into three separate Installments (A, B, and C). In general, it is expected that the student will complete each module weekly. Submission of case analyses have deadlines associated with the Module and week in which they are scheduled.

Always feel free to ask questions by email if you do not understand any of the conceptual content in the Modules or the case analysis assignments.

#### Metody hodnocení

The course requires the submission of some preliminary assignments and more detailed written analyses of the cases associated with later modules. Detailed information is contained in the syllabus uploaded in Study materials by the beginning of the semester.

#### Výstupy z učení

The non-economic factors we will go through during the course include: the actions of government and non-governmental organizations, social issues, culture, changes in technology, international relations, and ecological problems in particular as they are presented to the business enterprise and manager as issues of corporate social responsibility and sustainability.

#### MANAGERIAL PERSPECTIVE

It is important to understand that this course is taught from the perspective of the enterprise, with the business manager or enterprise as the focal decision maker. The student who successfully completes this course will have the majority of the analytical tools necessary to confront the full range of issues that fall within the broad framework of such rubrics as "business ethics," "corporate social responsibility (CSR)," "sustainability" and "Shared Values."

#### ENTRY-LEVEL EMPLOYEE PERSPECTIVE

We also offer a special note on the perspective of the entry-level employee, someone like yourselves who would encounter CSR and sustainability issues in an entry-level position. These notes emphasize that while the key decisions in this area will be made by managers, often entry-level employees are asked to contribute to those decisions in important ways.

#### Osnova

The detailed course structure is contained in the syllabus uploaded in Study materials by the beginning of the semester.

#### Literatura

There are limited materials requirements for the course:

1. The Syllabus uploaded in the Study Materials -> Learning Materials (see the weblink at the bottom of this page)
2. Modules and Accompanying Cases uploaded in the Study Materials -> Learning Materials (see the weblink at the bottom of this page)
3. Format for Student Bio Questionnaire

**ESF:MPH\_IMAR International Marketing**

5 kreditů, ukončení zk, garant předmětu Ing. Dušan Mladenović, Ph.D.

**Vyučující**

Ing. Dušan Mladenović, Ph.D. (přednášející)  
Olga Prygara, Ph.D. (přednášející)

**Cíle předmětu**

The main objective of the course is to present the specificities of marketing management in the nowadays global economy. The course offers an overview of main concepts, methods, techniques as well as applications of international and global marketing which has some specificities comparing to general marketing based mostly on cultural and environmental differences. The key procedural aspects and activities required in exporting (or importing), which marketing manager must know, are covered as well.

**Výukové metody**

The course is educated in the form of lectures combined with class discussion, students presentation of seminar work showing concrete examples from international marketing practice based on a theoretical framework and case studies solving. The stress is put on a deeper understanding of relevant aspects of environmental factors and cross-cultural issues in marketing management.

**Metody hodnocení**

The form of education is a mix of lectures, case studies solving and seminar works presentations. Students are obliged to work up to two team seminar works and present them during the lectures (based on the concrete information and assignments given by teachers). Each (each person in the team) presentation should last about 20 minutes. Information about the structure of presentation and topics to choose will be given during the first lecture. Final exam test contains 20 questions. Assessment: 50% of points for seminar work, 50% for the final test. Solutions of case studies can improve the final score (+ 1 point for 1 case study). Any copying, keeping a record of tests or carrying the tests out, using forbidden aids including any communication devices or any other breach of objectivity of the exam is regarded as a failure to meet the obligations of the subject and as a serious breach of study regulations. As a consequence, the teacher grades the student with "F" and the dean is allowed to initiate disciplinary action, which might lead to the termination of the studies.

**Výstupy z učení**

At the end of this course, students should be able to understand reasons for the adaptations of many marketing approaches in the international environment as well as to be able to use special techniques or methods of international and global marketing.

**Osnova**

1. The nature of international and global marketing
2. Theories of international trade and marketing
3. The international and global environment
4. Culture and international marketing
5. Culture and consumer/buyer behaviour
6. International market selection and segmentation
7. International marketing research
8. Market entry strategies and modes of entry strategies
9. International product and service marketing management
10. International Pricing
11. International distribution
12. International marketing promotion/communication

**Literatura****povinná literatura**

HOLLENSEN, S. *Global marketing*. 6th ed. Harlow: Pearson, 2014. 792 s. ISBN 978-0-273-77316-0.

HOLLENSEN, Svend. *Essentials of global marketing*. 2nd ed. Harlow: Pearson, 2012. xxxiv, 524. ISBN 9780273756545.

KOTABE, Masaaki a Kristiaan HELSEN. *Global marketing management*. 5th ed. Hoboken: John Wiley & Sons, 2010. xxiii, 725. ISBN 9780470381113.

**doporučená literatura**

MOOIJ, Marieke de. *Global marketing & advertising : understanding cultural paradoxes*. 5th edition. Los Angeles: Sage, 2019. xx, 488. ISBN 9781544318134.

LEE, K. a S. CARTER. *Global marketing management*. 3rd ed. New York: Oxford University Press, 2012. 592 s. ISBN 978-0-19-960970-3.

USUNIER, Jean-Claude a Julie Anne LEE. *Marketing across cultures*. 4th ed. Harlow: Prentice-Hall, 2005. xx, 573. ISBN 0273685295.

**neurčeno**

ALON, Ilan. *Global Marketing: Contemporary Theory, Practice, and Cases*. 2nd ed. Routledge, 2016. 726 s. ISBN 978-1-138-80787-7.

USUNIER, Jean-Claude a Julie Anne LEE. *Marketing across cultures*. Sixth edition. Harlow, England: Pearson, 2013. xviii, 478. ISBN 9780273757733.

**ESF:MPJ\_PJPSFS Presentation Skills for Foreign Students**

4 kreditů, ukončení zk, garant předmětu Mgr. Bc. Eva Punčochářová

**Vyučující**

Mgr. Bc. Eva Punčochářová (cvičící)

**Cíle předmětu**

At the beginning of the course students should:

- have upper-intermediate knowledge of English.

Main objectives of the course:

- to acquaint students with basic techniques used in the process of preparing and giving a presentation;
- to extend their range of vocabulary related to this discipline;
- to practise the newly learnt skills in front of the audience.

**Výukové metody**

Given the covid-19 pandemic and related measures, all the lessons will be carried out online. individual and group projects, presentations, class discussion

**Metody hodnocení**

Type of lesson:

- seminar.

Final mark awarded after the following requirements have been met:

- 80% attendance;
- completion of homework;
- presentation of three given topics;
- active participation in class.

**Výstupy z učení**

By the end of this course, students should:

- improve their presentation skills,
- handle various presentation formats
- provide other students with constructive feedback and be able to do self-reflection.

**Osnova**

Given the covid-19 pandemic and related measures, all the lessons will be carried out online.

1. INTRODUCTION - key features of an effective presentation, getting started, stating your purpose, different ways of attracting the attention of the audience, making an immediate impact on the audience, how to introduce yourself and your talk.

2. EFFECTIVE OPENINGS - problem technique, amazing facts technique, story/anecdote technique, signposting, survival tactics.

3. EXPLOITING VISUALS TO MAXIMUM EFFECT - introducing visuals, commenting on visuals, description: shapes, trends, changes and developments.

4. CAUSE, EFFECT AND PURPOSE - key words and phrases for linking ideas, giving facts and reasons behind them, linking the parts, sequences/ordering, comparing, digressing, contradicting, giving examples.

5. USING YOUR VOICE - articulation, chunking, stress, pacing, intonation, well-known sayings, idioms, sound-scripting.

6. THE RIGHT KIND OF LANGUAGE - advantages of speaking versus reading, personal and impersonal language styles, changing written language to spoken language, emphasis.

7. FURTHER BASIC TECHNIQUES 1 - focusing, softening, repetition, rhetorical questions.

8. FURTHER BASIC TECHNIQUES 2 - dramatic contrasts, tripling, machine gunning.

9. FURTHER BASIC TECHNIQUES 3 - build-ups, knock-downs, simplification, creating rapport.

10. BODY LANGUAGE - eye contact, facial expression, hands, movement, posture.

11. KEY LANGUAGE - business terms, formality, useful expressions.

12. HANDLING QUESTIONS FROM THE AUDIENCE - types of questions.

**Literatura****povinná literatura**

Presentation Skills exercise book - available in the online materials.

**doporučená literatura**

POWELL, Mark. *Presenting in English :how to give successful presentations*. Boston: Thomson. 128 s. ISBN 1-899396-30-6.

KLARER, Mario. *Působivá prezentace a přednáška v angličtině*. Translated by Marta Ševčíková. 1. vyd. Praha: Grada, 2007. 154 s. ISBN 9788024718088.

**ESF:XPX\_ACAD Academic writing**

4 kreditů, ukončení z, garant předmětu Mgr. Martin Guzi, Ph.D.

**Vyučující**

Mgr. Martin Guzi, Ph.D. (cvičící)  
Dev Mani Sharma, MCom (cvičící)

**Cíle předmětu**

The goal of this course is to familiarize MA students with the academic writing skills required for thesis writing. The course takes students through different stages of the preparation and writing of an academic text with the aim to increase their chances of being successful in writing their MA thesis in English in the future. Students will learn how to use the work of other authors effectively in academic writing and how to develop their writing style.

**Výukové metody**

Group discussions; group and individual writing tasks; reading and text analysis; peer review; vocabulary study.

**Metody hodnocení**

Academic Writing is a required course, which you need to pass in order to complete your degree. During the course, students will have to complete written assignments, pass online quizzes and attend classes. Requirements for passing grade: 1. Attendance is mandatory and you need at least 70% attendance at lectures and seminars

2. Pass online quizzes (ROPOT tests).
3. Annotated bibliography assignment (400-500 words).
4. Peer assessment assignment (feedback on other students' writing).
5. Critical literature review assignment (900-1000 words).
6. Short reflection on your progress during the course (100-200 words).

**Výstupy z učení**

In the course: you will write about your own research; you will learn to analyze and critique texts written by others; you will produce texts that you actually need in your thesis (e.g. literature review); you will learn to cite other people's work and avoid plagiarism; you will edit and refine your own written work; you will learn how to find and use literature sources powerfully.

**Osnova**

The course consists of 6 lectures and 6 seminars.

Lectures:

- \* A Short Guide to Academic Writing Style
- \* The Use of Academic Research Databases
- \* References and Citations in Academic Writing
- \* Critical Literature Review
- \* Academic Writing & Plagiarism
- \* Tips to Improve Your Academic Writing

Seminars:

- \* Summarizing
- \* Paraphrasing
- \* Annotated bibliography assignment - discussion
- \* Referring Verbs
- \* Introducing Paragraphs and Linking Them Together
- \* Critical literature review assignment - discussion

**Literatura****povinná literatura**

BAILEY, Stephen. *Academic writing for international students of business and economics*. Third edition. London: Routledge, Taylor & Francis Group, 2020. xxx, 315. ISBN 9780367280307.

ebook Bailey: Academic Writing for International Students of Business

**doporučená literatura**

SWALES, John a Christine B. FEAK. *Academic writing for graduate students : essential tasks and skills*. 3rd ed. Ann Arbor, Mich.: University of Michigan Press, 2012. xiv, 418. ISBN 9780472034758.

### 3 Personální zabezpečení

Kapitola zahrnuje akademické pracovníky MU podílející se na garanci nebo výuce povinných a povinně volitelných předmětů ve studijním programu.

U všech akademických pracovníků jsou uvedeny údaje o zkušenostech s vedením kvalifikačních prací na MU od roku 2000 a to ve formě počet aktuálně vedených prací / celkový počet vedených a úspěšně obhájených prací.

U garantů předmětu profilujícího základu (P) a garantů základních teoretických předmětů profilujícího základu (Z) jsou v souladu s nařízením vlády (č. 274/2016 Sb.) o Standardech pro akreditaci ve VŠ automaticky kontrolovaný následující náležitosti:

- Personální list: kontrola zjišťuje, zda je vyplňený personální list.
- Kvalifikace: Garanti (P) předmětů u magisterských programů musí mít minimálně vysokoškolské doktorské vzdělání. Garanti (Z) předmětů v bakalářských programech musí mít minimálně vysokoškolské doktorské vzdělání.

- Habilitace: Garanti (Z) předmětů u magisterských programů musí být habilitovaní.
- Podíl na výuce: Garanti (Z) předmětů v bakalářských a magisterských programech se musí podílet na výuce.

### 3.1 Garanti profilujících předmětů

#### Ing. Jan Čapek, Ph.D.

Garant profilujícího předmětu — P

ESF: MPE\_ACMA Seminar in macroeconomics (cvičící, garant)

ESF: MPE\_AMA2 Macroeconomics 2 (přednášející)

Bakalářské práce: 7 / 37

Diplomové práce: 4 / 23

Disertační práce: 0 / 0

#### doc. Ing. Ondřej Částecký, Ph.D.

Garant profilujícího předmětu — Z

Habilitace: (2019) Podniková ekonomika a management (Masarykova Univerzita)

ESF: MPH\_ACMS Corporate Management System (přednášející, cvičící, garant)

ESF: MPH\_AMS1 Diploma seminar 1 (cvičící)

ESF: MPH\_AMS2 Diploma seminar 2 (cvičící)

ESF: MPH\_AIMA International Management (přednášející, cvičící)

ESF: MPH\_AMA2 Management 2 (přednášející, garant)

Bakalářské práce: 4 / 62

Diplomové práce: 13 / 100

Disertační práce: 1 / 1

#### doc. Ing. Ondřej Krčál, Ph.D.

Garant profilujícího předmětu — P, Z

Habilitace: (2020) Ekonomie (Masarykova univerzita)

ESF: MPE\_ACMI Seminar in microeconomics (cvičící, garant)

ESF: MPE\_AMI2 Microeconomics 2 (přednášející, garant)

Bakalářské práce: 2 / 41

Diplomové práce: 9 / 40

Disertační práce: 2 / 3

#### prof. Ing. Štefan Lyócsa, PhD.

Garant profilujícího předmětu — P

Habilitace: (2014) Ekonomika a management podniku (Ekonomická univerzita v Bratislavě, Slovensko)

ESF: MPF\_AFAP Corporate Finance (přednášející, cvičící, garant)

Bakalářské práce: 4 / 8

Diplomové práce: 4 / 10

Disertační práce: 3 / 4

Kvalifikační práce mimo MU:

Bakalářské práce: 27 Diplomové práce: 34 Disertační práce: 1

#### doc. Ing. Pavla Marciánová, Ph.D.

Garant profilujícího předmětu — Z

Habilitace: (2022) (Vysoká škola ekonomická v Praze)

ESF: MPH\_STMA Strategic Management (cvičící, garant)

Bakalářské práce: 7 / 66

Diplomové práce: 12 / 80

Disertační práce: 0 / 0

#### Ing. Petr Smutný, Ph.D.

Garant profilujícího předmětu — P

ESF: MPH\_ACMS Corporate Management System (přednášející, cvičící)

ESF: MPH\_ACOP Consultancy Project (přednášející, cvičící, garant)

ESF: MPH\_AMS1 Diploma seminar 1 (cvičící)

ESF: MPH\_AMS2 Diploma seminar 2 (cvičící)

ESF: MPH\_COSR Corporate Social Responsibility (garant)

Bakalářské práce: 4 / 51  
Diplomové práce: 9 / 57  
Disertační práce: 0 / 0

**doc. Ing. Bc. Petr Suchánek, Ph.D.**

Garant profilujícího předmětu — P  
Habilitace: (2007) Podniková ekonomika a management (Masarykova univerzita)  
ESF: MPH\_ADS1 Diploma seminar 1 (cvičící, garant)  
ESF: MPH\_ADS2 Diploma seminar 2 (cvičící, garant)  
ESF: MPH\_ADTH Diploma thesis assignment (cvičící, garant)

Bakalářské práce: 6 / 101  
Diplomové práce: 6 / 114  
Disertační práce: 1 / 7

Kvalifikační práce mimo MU:  
Bakalářské práce: 15

**doc. Ing. Radoslav Škapa, Ph.D.**

Garant profilujícího předmětu — P  
Habilitace: (2012) Podniková ekonomika a management (Masarykova univerzita)  
ESF: MPH\_ACMS Corporate Management System (přednášející)  
ESF: MPH\_ADS1 Diploma seminar 1 (cvičící)  
ESF: MPH\_ADS2 Diploma seminar 2 (cvičící)  
ESF: MPH\_BUPM Business Process Management (přednášející, garant)  
ESF: MPH\_CSMR Business research (přednášející, cvičící, garant)

Bakalářské práce: 4 / 75  
Diplomové práce: 4 / 120  
Disertační práce: 4 / 7

**prof. Ing. Zdeněk Tomeš, Ph.D.**

Garant profilujícího předmětu — Z  
Profesura: (2020) Hospodářská politika (Masarykova univerzita)  
Habilitace: (2015) Hospodářská politika (Masarykova univerzita)  
ESF: MPE\_ACMI Seminar in microeconomics (cvičící)  
ESF: MPE\_AMA2 Macroeconomics 2 (přednášející, garant)  
ESF: MPE\_AMI2 Microeconomics 2 (přednášející)

Bakalářské práce: 2 / 26  
Diplomové práce: 2 / 62  
Disertační práce: 1 / 4

**Ing. Bc. Sylva Žáková Talpová, Ph.D.**

Garant profilujícího předmětu — P  
ESF: MPH\_ADS1 Diploma seminar 1 (cvičící)  
ESF: MPH\_ADS2 Diploma seminar 2 (cvičící)  
ESF: MPH\_AIMA International Management (přednášející, cvičící, garant)  
ESF: MPH\_AINT International Trade (přednášející, cvičící, garant)

Bakalářské práce: 0 / 23  
Diplomové práce: 9 / 53  
Disertační práce: 0 / 0

### 3.2 Vyučující a cvičící

**Ing. Bc. Michal Ďuriník, Ph.D.**

ESF: MPH\_AHMR Human Resources Management (přednášející)

Bakalářské práce: 1 / 17  
Diplomové práce: 0 / 1  
Disertační práce: 0 / 0

**Luca Fumarco, PhD**

ESF: MPE\_ACMI Seminar in microeconomics (cvičící)

ESF: MPE\_AMI2 Microeconomics 2 (přednášející)

Bakalářské práce: 1 / 1

Diplomové práce: 1 / 1

Disertační práce: 0 / 0

Kvalifikační práce mimo MU:

Bachelor's theses: 1 Master's theses: 1

**Daniel Gerrard, M.A.**

V personálním listu nevyplněno: seznam publikací, výběr publikací.

ESF: XPX\_ACAD Academic writing (cvičící)

Bakalářské práce: 0 / 0

Diplomové práce: 0 / 0

Disertační práce: 0 / 0

**Mgr. Martin Guzi, Ph.D.**

ESF: XPX\_ACAD Academic writing (cvičící, garant)

Bakalářské práce: 0 / 10

Diplomové práce: 4 / 17

Disertační práce: 1 / 1

**Ing. Bc. Jana Hvozdenská, Ph.D.**

ESF: MPF\_AFAP Corporate Finance (přednášející, cvičící)

Bakalářské práce: 5 / 34

Diplomové práce: 6 / 48

Disertační práce: 0 / 0

**Ing. Michal Jirásek, Ph.D.**

ESF: MPH\_ADS1 Diploma seminar 1 (cvičící)

ESF: MPH\_ADS2 Diploma seminar 2 (cvičící)

ESF: MPH\_AHMR Human Resources Management (přednášející)

Bakalářské práce: 4 / 18

Diplomové práce: 10 / 32

Disertační práce: 0 / 0

Kvalifikační práce mimo MU:

Bakalářské práce: 14 Diplomové práce: 22

**doc. Ing. Alena Klapalová, Ph.D.**

ESF: MPH\_ACMS Corporate Management System (přednášející, cvičící)

ESF: MPH\_ADS1 Diploma seminar 1 (cvičící)

ESF: MPH\_ADS2 Diploma seminar 2 (cvičící)

ESF: MPH\_AMEU Marketing in the EU (cvičící, garant)

ESF: MPH\_CSMR Business research (přednášející, cvičící)

Bakalářské práce: 4 / 90

Diplomové práce: 10 / 204

Disertační práce: 2 / 5

Kvalifikační práce mimo MU:

bachelor's theses: 5 master's theses: 8

**Ing. Mgr. Michal Krčál, Ph.D.**

ESF: MPH\_ADS1 Diploma seminar 1 (cvičící)

ESF: MPH\_ADS2 Diploma seminar 2 (cvičící)

ESF: MPH\_BUPM Business Process Management (přednášející, cvičící)

Bakalářské práce: 7 / 63

Diplomové práce: 11 / 62

Disertační práce: 0 / 0

**JUDr. Tereza Kyselovská, Ph.D.**

ESF: MPH\_AINT International Trade (přednášející)

Bakalářské práce: 0 / 59  
Diplomové práce: 3 / 79  
Disertační práce: 1 / 2

**Tuck Lloyd Crawford MacRae, M. B.A.**

V personálním listu nevyplněno: seznam publikací, výběr publikací.

ESF: MPH\_ADS1 Diploma seminar 1 (cvičící)

ESF: MPH\_ADS2 Diploma seminar 2 (cvičící)

ESF: MPH\_AHMR Human Resources Management (přednášející)

ESF: MPH\_STMA Strategic Management (cvičící)

Bakalářské práce: 0 / 0  
Diplomové práce: 2 / 8  
Disertační práce: 0 / 0

**Ing. Dušan Mladenović, Ph.D.**

ESF: MPH\_AMEU Marketing in the EU (cvičící)

ESF: MPH\_IMAR International Marketing (přednášející, garant)

Bakalářské práce: 3 / 14  
Diplomové práce: 13 / 28  
Disertační práce: 0 / 0

Kvalifikační práce mimo MU:  
n/a

**doc. Ing. Daniel Němec, Ph.D.**

ESF: MPH\_ADS1 Diploma seminar 1 (cvičící)

ESF: MPH\_ADS2 Diploma seminar 2 (cvičící)

Bakalářské práce: 10 / 69  
Diplomové práce: 13 / 133  
Disertační práce: 3 / 3

**Mgr. et Mgr. Tomáš Ondráček, Ph.D.**

ESF: MPH\_AHMR Human Resources Management (přednášející)

Bakalářské práce: 7 / 37  
Diplomové práce: 13 / 30  
Disertační práce: 0 / 0

**doc. Ing. Petr Pirožek, Ph.D.**

ESF: MPH\_AIMA International Management (přednášející)

Bakalářské práce: 8 / 57  
Diplomové práce: 5 / 76  
Disertační práce: 0 / 4

Kvalifikační práce mimo MU:

Vedené práce na JČU a VŠE Fakulta managementu Bakalářské práce: 22 Diplomové práce: 93 Disertační práce: 2

**doc. Ing. Mgr. Jakub Procházka, Ph.D.**

ESF: MPH\_AHMR Human Resources Management (přednášející, garant)

Bakalářské práce: 4 / 23  
Diplomové práce: 3 / 31  
Disertační práce: 2 / 2

**Olga Prygara, Ph.D.**

ESF: MPH\_IMAR International Marketing (přednášející)

Bakalářské práce: 0 / 0  
 Diplomové práce: 0 / 0  
 Disertační práce: 0 / 0

Kvalifikační práce mimo MU:  
 Bachelor's theses: x Master's theses: x

**Mgr. Bc. Eva Punčochářová**

ESF: MPJ\_PJPSFS Presentation Skills for Foreign Students (cvičící, garant)

Bakalářské práce: 0 / 0  
 Diplomové práce: 0 / 0  
 Disertační práce: 0 / 0

Kvalifikační práce mimo MU:  
 n/a

**Ing. Jaromír Skorkovský, CSc.**

ESF: MPH\_AOPR Operations Research and ERP (přednášející, garant)

Bakalářské práce: 9 / 63  
 Diplomové práce: 6 / 38  
 Disertační práce: 0 / 0

**Ing. Bc. Alena Šafrová Drášílová, Ph.D.**

ESF: MPH\_AIMA International Management (přednášející)  
 ESF: MPH\_AINT International Trade (přednášející)

Bakalářské práce: 3 / 49  
 Diplomové práce: 12 / 58  
 Disertační práce: 0 / 0

Kvalifikační práce mimo MU:  
 Bakalářské práce: 19 Diplomové práce: 4

**Ahad Zareravasan, PhD**

ESF: MPH\_ACMS Corporate Management System (přednášející, cvičící)

Bakalářské práce: 3 / 7  
 Diplomové práce: 17 / 21  
 Disertační práce: 1 / 1

Kvalifikační práce mimo MU:  
 Bachelor's theses: none Master's theses: over 20 Doctoral theses, Dissertations: 1

**doc. Ing. Libor Žídek, Ph.D.**

ESF: MPE\_ACMA Seminar in macroeconomics (cvičící)  
 ESF: MPE\_AMA2 Macroeconomics 2 (přednášející)

Bakalářské práce: 6 / 37  
 Diplomové práce: 6 / 93  
 Disertační práce: 3 / 10

### 3.3 Struktura pedagogických pracovníků dle věku

Pracovní pozice	Do 35 let	36 – 55 let	56 – 70 let	71 a více let
Profesor	0	2	0	0
Docent	0	9	1	0
Odborný asistent	4	10	0	1
Lektor	0	3	1	0

### 3.4 Počet zahraničních pedagogických pracovníků

	Počet
Celkový počet pedagogických pracovníků	31
Z toho ze Slovenské republiky	3
Z toho z ostatních zemí	6
Celkový počet pracovníků ze zahraničí	9

### 3.5 Publikační činnost

V kapitole je autorem vybráno jeho až pět nejvýznamnějších publikací za posledních pět let.

#### Ing. Jan Čapek, Ph.D.

##### We just estimated twenty million fiscal multipliers

ČAPEK, Jan a Jesús CRESPO CUARESMA. We just estimated twenty million fiscal multipliers. Oxford Bulletin of Economics and Statistics. 2020, roč. 82, č. 3, s. 483-502. ISSN 0305-9049. doi:10.1111/obes.12351.

##### Fiscal multipliers in a small open economy: the case of Austria

ČAPEK, Jan, Jesús CRESPO CUARESMA, Johannes HOLLER a Philip SCHUSTER. Fiscal multipliers in a small open economy: the case of Austria. Oxford Economic Papers. Oxford: Oxford University Press, 2022, roč. 74, č. 2, s. 412-430. ISSN 0030-7653. doi:10.1093/oep/gpab027.

##### Macroeconomic forecasting in the euro area using predictive combinations of DSGE models

ČAPEK, Jan, Jesús CRESPO CUARESMA, Niko HAUZENBERGER a Vlastimil REICHEL. Macroeconomic forecasting in the euro area using predictive combinations of DSGE models. INTERNATIONAL JOURNAL OF FORECASTING. NETHERLANDS: ELSEVIER, 2022. ISSN 0169-2070. doi:10.1016/j.ijforecast.2022.09.002.

##### Ekonomové spočítali dopady opatření vlády na ekonomiku

ČAPEK, Jan a Wiesnerová EMA. Ekonomové spočítali dopady opatření vlády na ekonomiku. In Magazín M. leden 2020. Masarykova Univerzita, 2020. s. 8-9.

##### Vyrovná se hodnota karanténou zachráněných životů ekonomickému propadu?

SAVAROVÁ, Zdeňka a Jan ČAPEK. Vyrovná se hodnota karanténou zachráněných životů ekonomickému propadu? Masarykova Univerzita, 2020.

#### doc. Ing. Ondřej Částek, Ph.D.

##### Performance Factors of Czech Companies Identified Using Statistical Pattern Recognition: Interpretation of Results

ČÁSTEK, Ondřej. Performance Factors of Czech Companies Identified Using Statistical Pattern Recognition: Interpretation of Results. Prague economic papers. Praha: Oeconomica, 2018, roč. 27, č. 4, s. 397-416. ISSN 1210-0455. doi:10.18267/j.pep.659.

##### Emojis to conversion on social media

MLADENOVIĆ, Dušan, Kamil KOŠTIÁL, Nikolina LJEPAVA, Ondřej ČÁSTEK a Yash CHAWLA. Emojis to conversion on social media. INTERNATIONAL JOURNAL OF CONSUMER STUDIES. ENGLAND: WILEY, 2022, ah. of pri, ah. of pri, s. 1-18. ISSN 1470-6423. doi:10.1111/ijcs.12879.

##### Analýza ekonomických dopadů legislativního zákazu využívání klecového chovu slepic na území ČR

ČÁSTEK, Ondřej. Analýza ekonomických dopadů legislativního zákazu využívání klecového chovu slepic na území ČR. In Kulatý stůl na téma "Klecové chovy slepic - patří ještě do 21. století?". 2020.

##### Human Values as Determinants of Fairtrade Consumption in the Czech Republic

ČÁSTEK, Ondřej a Linda PLAVÁKOVÁ. Human Values as Determinants of Fairtrade Consumption in the Czech Republic. Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis. 2018, roč. 66, č. 2, s. 465-478. ISSN 1211-8516. doi:10.11118/actaun201866020465.

##### A Relationship between Stakeholder Management and Business Performance in the Czech Republic

ČÁSTEK, Ondřej a Martin CENEK. A Relationship between Stakeholder Management and Business Performance in the Czech Republic. Managing Global Transitions: International Research Journal. Koper: University of Primorska, Faculty of Management, 2017, roč. 15, č. 2, s. 187-207. ISSN 1854-6935. doi:10.26493/1854-6935.15.187-207.

#### doc. Ing. Ondřej Krčál, Ph.D.

##### Can time-inconsistent preferences explain hypothetical biases?

KRČÁL, Ondřej, Stefanie PEER a Rostislav STANĚK. Can time-inconsistent preferences explain hypothetical biases? Economics of Transportation. Elsevier, 2021, roč. 25, č. 100207, s. 1-16. ISSN 2212-0122. doi:10.1016/j.ecotra.2021.100207.

##### Committed to reciprocate on a bribe or blow the whistle: The effects of periodical staff-rotation in public administration

FIŠAR, Miloš, Ondřej KRČÁL, Rostislav STANĚK a Jiří ŠPALEK. Committed to reciprocate on a bribe or blow the whistle: The effects of periodical staff-rotation in public administration. Public Performance & Management Review.

Abingdon (England): ROUTLEDGE JOURNALS, TAYLOR & FRANCIS LTD, 2021, roč. 44, č. 2, s. 404-424. ISSN 1530-9576. doi:10.1080/15309576.2020.1812410.

#### **Real consequences matter: Why hypothetical biases in the valuation of time persist even in controlled lab experiments**

KRČÁL, Ondřej, Stefanie PEER, Rostislav STANĚK a Bára KARLÍNOVÁ. Real consequences matter: Why hypothetical biases in the valuation of time persist even in controlled lab experiments. *Economics of Transportation*. 2019, roč. 20, č. 1, s. 1-11. ISSN 2212-0122. doi:10.1016/j.ecotra.2019.100138.

#### **Time preferences, cognitive abilities and intrinsic motivation to exert effort**

STANĚK, Rostislav a Ondřej KRČÁL. Time preferences, cognitive abilities and intrinsic motivation to exert effort. *Applied Economics Letters*. UK: Taylor & Francis, 2019, roč. 26, č. 12, s. 1033-1037. ISSN 1350-4851. doi:10.1080/13504851.2018.1529

#### **Pull yourself up by your bootstraps: Identifying procedural preferences against helping others in the presence of moral hazard**

STANĚK, Rostislav, Ondřej KRČÁL a Katarína ČELLÁROVÁ. Pull yourself up by your bootstraps: Identifying procedural preferences against helping others in the presence of moral hazard. *Journal of Behavioral and Experimental Economics*. New York: ELSEVIER SCIENCE INC, 2022, roč. 98, June, s. 1-9. ISSN 2214-8043. doi:10.1016/j.socec.2022.101851.

#### **prof. Ing. Štefan Lyócsa, Ph.D.**

#### **Trading and non-trading period realized market volatility: Does it matter for forecasting the volatility of US stocks?**

LYÓCSA, Štefan a Neda TODOROVA. Trading and non-trading period realized market volatility: Does it matter for forecasting the volatility of US stocks? *International Journal of Forecasting*. New York: Elsevier, 2020, roč. 36, č. 2, s. 628-645. ISSN 0169-2070. doi:10.1016/j.ijforecast.2019.08.002.

#### **Connectedness of financial institutions in Europe: A network approach across quantiles**

DEEV, Oleg a Štefan LYÓCSA. Connectedness of financial institutions in Europe: A network approach across quantiles. *Physica A: Statistical Mechanics and its Applications*. Elsevier, 2020, roč. 550, 15 July 2020, s. 124035-124047. ISSN 0378-4371. doi:10.1016/j.physa.2019.124035.

#### **Central bank announcements and realized volatility of stock markets in G7 countries**

LYÓCSA, Štefan, Peter MOLNÁR a Tomáš PLÍHAL. Central bank announcements and realized volatility of stock markets in G7 countries. *Journal of International Financial Markets, Institutions and Money*. 2019, roč. 58, January, s. 117-135. ISSN 1042-4431. doi:10.1016/j.intfin.2018.09.010.

#### **Impact of macroeconomic news, regulation and hacking exchange markets on the volatility of bitcoin**

LYÓCSA, Štefan, Tomáš PLÍHAL, Peter MOLNÁR a Šíráňová MÁRIA. Impact of macroeconomic news, regulation and hacking exchange markets on the volatility of bitcoin. *JOURNAL OF ECONOMIC DYNAMICS AND CONTROL*. AMSTERDAM: ELSEVIER SCIENCE BV, 2020, roč. 119, October, s. 1-21. ISSN 0165-1889. doi:10.1016/j.jedc.2020.103980.

#### **Network-based asset allocation strategies**

VÝROST, Tomáš, Štefan LYÓCSA a Eduard BAUMÖHL. Network-based asset allocation strategies. *The North American Journal of Economics and Finance*. 2019, roč. 47, January, s. 516-536. ISSN 1062-9408. doi:10.1016/j.najef.2018.06.008.

#### **doc. Ing. Pavla Marciánová, Ph.D.**

#### **Factors influencing millennials intention to use peer to peer accommodation**

KURILLOVÁ, Alžbeta a Pavla MARCIÁNOVÁ. Factors influencing millennials intention to use peer to peer accommodation. *Economic Research-Ekonomska Istraživanja*. Taylor & Francis, 2020, roč. 34, č. 1, s. 1323-1341. ISSN 1331-677X. doi:10.1080/1331677X.2020.1825102.

#### **The determinants of consumer behaviour of students from Brno when purchasing organic food**

ŠVECOVÁ, Jana a Pavla ODEHNALOVÁ. The determinants of consumer behaviour of students from Brno when purchasing organic food. *Review of Economic Perspectives*. 2019, roč. 19, č. 1, s. 49-64. ISSN 1213-2446. doi:10.2478/revecp-2019-0003.

#### **Corporate board composition in family businesses: Evidence from the Czech Republic**

ODEHNALOVÁ, Pavla a Petr PIROŽEK. Corporate board composition in family businesses: Evidence from the Czech Republic. *Management : Journal of Contemporary Management Issues*. Chorvatsko: Ekonomski fakultet Split, 2018, roč. 23/2, č. 1, s. 155-173. ISSN 1331-0194. doi:10.30924/mjcmi/2018.23.2.155.

#### **Ing. Petr Smutný, Ph.D.**

#### **Leader traits, transformational leadership and leader effectiveness : A mediation study from the Czech Republic**

PROCHÁZKA, Jakub, Martin VACULÍK, Petr SMUTNÝ a Stanislav JEŽEK. Leader traits, transformational leadership and leader effectiveness : A mediation study from the Czech Republic. *Journal for East European Management Studies*. Baden-Baden: Nomos, 2018, roč. 23, č. 3, s. 474 - 501. ISSN 0949-6181. doi:10.5771/0949-6181-2018-3-474.

#### **Project knowledge sharing mechanisms:an exploratory analysis**

ŽÁKOVÁ TALPOVÁ, Sylva, Petr SMUTNÝ a Jakub PROCHÁZKA. Project knowledge sharing mechanisms:an exploratory analysis. *International Journal of Project Organisation and Management*. Geneva: Inderscience Publishers, 2022. ISSN 1740-2891. doi:10.1504/IJPM.2023.10045547.

#### **Wrelay**

ŽÁKOVÁ TALPOVÁ, Sylva, Petr SMUTNÝ a Jan ŽÁK. Wrelay. 2022.

#### Kalkulačka nákladů neefektivního řízení projektových znalostí

ŽÁKOVÁ TALPOVÁ, Sylva, Petr SMUTNÝ, Jakub PROCHÁZKA a Jan ŽÁK. Kalkulačka nákladů neefektivního řízení projektových znalostí. 2021.

#### Transformational leadership, work satisfaction and group performance : Mediation analysis

PROCHÁZKA, Jakub, Martin VACULÍK a Petr SMUTNÝ. Transformational leadership, work satisfaction and group performance : Mediation analysis. In Zanele Ndaba and Thabang Mokoteli. Proceedings of the 5th International Conference on Management Leadership and Governance (ICMLG 2017). Reading, UK: Academic Conferences and Publishing International Limited, 2017. s. 386-392. ISBN 978-1-911218-27-2.

#### doc. Ing. Bc. Petr Suchánek, Ph.D.

##### Customer satisfaction, loyalty, knowledge and competitiveness in the food industry

SUCHÁNEK, Petr a Maria KRÁLOVÁ. Customer satisfaction, loyalty, knowledge and competitiveness in the food industry. Economic Research-Ekonomska Istraživanja. Taylor & Francis, 2019, roč. 32, č. 1, s. 1237-1255. ISSN 1331-677X. doi:10.1080/1331677X.2019.1627893.

##### Face-to-face and Electronic Communication with Customers in Retailing and Company Performance: A Case Study in the Electronics and Communication Equipment Retail Industry in the Czech Republic

GER, Ludvík a Petr SUCHÁNEK. Face-to-face and Electronic Communication with Customers in Retailing and Company Performance: A Case Study in the Electronics and Communication Equipment Retail Industry in the Czech Republic. Ekonomie a Management. Technické univerzity v Liberci, 2020, roč. 23, č. 3, s. 155-172. ISSN 1212-3609. doi:10.15240/tul/001/2020-3-010.

##### Customer satisfaction and different evaluation of it by companies

SUCHÁNEK, Petr a Maria KRÁLOVÁ. Customer satisfaction and different evaluation of it by companies. Economic Research-Ekonomska Istraživanja. Taylor & Francis, 2018, roč. 31, č. 1, s. 1330-1350. ISSN 1331-677X. doi:10.1080/1331677X.2018.

##### Customer Satisfaction with Quality of Products of Food Business

SUCHÁNEK, Petr, Jiří RICHTER a Maria KRÁLOVÁ. Customer Satisfaction with Quality of Products of Food Business. Prague Economic Papers : Quarterly Journal of Economic Theory and Policy. Vysoká škola ekonomická v Praze, 2017, roč. 26, č. 1, s. 19-35. ISSN 1210-0455. doi:10.18267/j.pep.595.

##### The Influence of Customers' Personal Characteristics on their Satisfaction with the Food Industry

SUCHÁNEK, Petr a Maria KRÁLOVÁ. The Influence of Customers' Personal Characteristics on their Satisfaction with the Food Industry. Journal of Competitiveness. Zlín: Univerzita Tomáše Bati, Fakulta managementu a ekonomiky, 2018, roč. 10, č. 4, s. 151-170. ISSN 1804-171X. doi:10.7441/joc.2018.04.10.

#### doc. Ing. Radoslav Škapa, Ph.D.

##### Pain points and challenges of cores return management among German and French automotive aftermarket companies (in press)

KLAPALOVÁ, Alena, Michal PLAČEK, Radoslav ŠKAPA a Gabriela VACEKOVÁ. Pain points and challenges of cores return management among German and French automotive aftermarket companies (in press). European Journal of International Management. 2020. ISSN 1751-6757. doi:10.1504/EJIM.2020.10029429.

##### The Effectiveness of Reverse Logistics: the empirical test of its factors for product returns reduction

ŠKAPA, Radoslav a Alena Klapalová. The Effectiveness of Reverse Logistics: the empirical test of its factors for product returns reduction. Ekonomický časopis. Bratislava: SAP - Slovak Academic Press, 2019, roč. 67, č. 1, s. 86-104. ISSN 0013-3035.

##### D2.2-Circular business model development and implementation plan

KLAPALOVÁ, Alena, Radoslav ŠKAPA, Malvina ROCI, Gabriela VACEKOVÁ, Cristina Maria PAIXAO DE SOUSA a Niloufar SALEHI. D2.2-Circular business model development and implementation plan. 1st ed. Brno: European Commission, 2020. 203 s.

##### Výkonnost podniku v kontextu spokojenosti zákazníka, zpětných toků, kvality, inovací a znalostí

KLAPALOVÁ, Alena, Petr SUCHÁNEK a Radoslav ŠKAPA. Výkonnost podniku v kontextu spokojenosti zákazníka, zpětných toků, kvality, inovací a znalostí. 1. vyd. Brno: Masarykova univerzita, 2020. 128 s. ISBN 978-80-210-9647-9. doi:10.5817/CZ.MUNI.M210-9648-2020.

##### D 2.1 Demonstrator baseline and market characteristics report

KLAPALOVÁ, Alena, Radoslav ŠKAPA, Gabriela VACEKOVÁ, Jana ŠVECOVÁ, Radmila ŠTANGOVÁ a Cristina Maria PAIXAO DE SOUSA. D 2.1 Demonstrator baseline and market characteristics report. 1st ed. Brno: European Commission, 2019. 238 s.

#### prof. Ing. Zdeněk Tomeš, Ph.D.

##### Open access passenger rail services in Central Europe

TOMEŠ, Zdeněk a Monika JANDOVÁ. Open access passenger rail services in Central Europe. Research in Transportation Economics. 2018, roč. 46, December, s. 74-81. ISSN 0739-8859. doi:10.1016/j.retrec.2018.10.002.

##### Fare Discounts and Free Fares in Long-distance Public Transport in Central Europe

TOMEŠ, Zdeněk, Hana FITZOVÁ, Vilém PAŘIL, Václav REDERER, Zuzana KORDOVÁ a Marek KASA. Fare Discounts and Free Fares in Long-distance Public Transport in Central Europe. Case Studies on Transport Policy. Em-stterdam: Elsevier, 2022, roč. 10, č. 1, s. 507-517. ISSN 2213-624X. doi:10.1016/j.cstp.2022.01.011.

#### **Passenger Air Traffic in Central Europe**

PAŘIL, Vilém, Zdeněk TOMEŠ, Karolína URBANOVSKÁ a Marcel HORŇÁK. Passenger Air Traffic in Central Europe. Journal of Transport Geography. Oxford: ELSEVIER SCI LTD, 2022, roč. 102, June, s. 1-3. ISSN 0966-6923. doi:10.1016/j.jtrangeo.2022.103372.

#### **The border effect in European air transport**

TOMEŠ, Zdeněk, Vlastimil REICHEL a Štěpán VESELÝ. The border effect in European air transport. European Journal of Transport and Infrastructure Research. JAFFALAN (NETHERLANDS): Technische Universiteit Delft, 2022, roč. 22, č. 2, s. 224-233. ISSN 1567-7141. doi:10.18757/ejtir.2022.22.2.5773.

#### **Regulatory challenges of open-access passenger competition in the Czech Republic**

TOMEŠ, Zdeněk, Martin KVIZDA, Monika JANDOVÁ a Václav REDERER. Regulatory challenges of open-access passenger competition in the Czech Republic. In Matthias Finger and Juan Montero. Handbook on Railway Regulation. Concepts and Practice. 1. vyd. UK: Edwrad Elgar Publishing, 2020. s. 105-119. Handbook Series. ISBN 978-1-78990-177-1.

#### **Ing. Bc. Sylva Žáková Talpová, Ph.D.**

##### **Project knowledge sharing mechanisms:an exploratory analysis**

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##### **Wrelay**

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