

**Thesis for entry exams**  
**Field of study - Business Economics and Management**  
Specialization – Marketing Management of Business

***1. Characteristic of enterprise***

Nature of enterprise and entrepreneurship, goals and functions of enterprise in market economy. Classification of enterprises. Life cycle of enterprise. Business environment.

***2. Long - term assets of enterprise***

Definition of long - term assets, their structure. Ways of assets acquisition, depreciation and utilisation of long - term assets.

***3. Short - term assets of enterprise***

Structure of short – term assets. Liquidity of short – term assets and their quantification. Supply management. Claims (receivables) management. Cash management.

***4. Costs and revenues of enterprise***

Nature and classification of costs. Factors influencing level and structure of costs of enterprise. Importance and utilisation of information about costs in decision making process in enterprise. Nature and structure of business revenues. Factors influencing revenues of enterprise. Business production.

***5. Economic result of enterprise***

Setting of economic result (profit / loss) in enterprise. Factors influencing economic result of enterprise. Characteristic of accounting and tax economic result (profit / loss) of enterprise. Possibilities of profit distribution and loss settlement.

***6. Cost calculations***

Characteristic of particular types of cost calculations and methods. Relation between cost and price calculations. Relation of cost calculations to accounting and budgeting.

***7. Price calculations***

Nature and types of prices. Structure of price in production, commercial and service providing enterprise.

***8. Employees and their remuneration***

Ways of employees' recruitment. Setting of required number of employees in particular categories. Work organization. Remuneration of employees with labour contract. Characteristic of basic and flexible parts of gross wage. Setting of employee's net income (wage).

***9. Internal and external equity sources of finance of a business***

Self-financing – profit and depreciation as sources of finance. Accounting depreciation versus tax depreciation. Reserve funds. Contributions of the partners and share financing. Shares and their types. Shareholder's rights. Procedure of shares issue.

***10. Debt sources of finance***

Credit, interest, types of credit. Process of applying for debt sources of finance in a bank. Forms of security (collateral) for credit.

### ***11. Alternative sources of finance***

Leasing as a source of finance. Types of leasing, advantages and disadvantages of leasing. Bonds. Venture capital. Faktoring. Forfaiting.

### ***12. Financial analysis of the company***

Content and tasks of financial analysis. Informational sources for financial analysis. The procedure of financial analysis. Indicators used within financial analysis of the company. Financial analysis ex-ante.

### ***13. Analysis of the position at the market***

Objective and tasks of analysis of the position at the market. Methods used within analysis of the position at the market.

### ***14. Marketing mix tools in the company***

Product, product mix, product analysis, new product development. Price, price mix, price strategies, price tactics. Distribution, distribution mix, elements of distribution channels and their functions, distribution strategies. Communication (promotion), communication mix, forms of marketing communication, its pros and cons.

### ***15. Customer***

Customer, consumer behaviour of customer, factors influencing consumer behaviour, market segmentation, process and criteria of segmentation

### ***16. Marketing analysis***

Information sources for marketing analysis, market research, object of marketing analysis, methods of marketing analysis

### ***17. History of the management***

Approaches in management, schools in historical and content context. Basic tendencies in management and determination of their content, most significant representatives.

### ***18. Planning – basic managerial function***

Process, planning premises and conditions, types of plans, basic planning methods. Methodology of objectives setting. MBO.

### ***19. Control***

Managerial function of control. Definition of control process, determination of basic conditions of effective control. Types of control, control techniques.

### ***20. Motivation and leadership***

Manager and his role in motivation and leadership. Basic motivation techniques. Leadership styles – principles and importance.

### ***21. Decision-making***

Structure and phases of decision-making process. Types of decision-making process. Decision methods – classification, characteristics. Rationality in managerial decision-making process.

## ***22. Organization***

Organization as a process: elements, relations. Output of managerial organization function. Types of organization structures. Management distance and hierarchy of organization structure. Basic conflict of organization structure.

## ***23. Organization culture***

Definition of principles and importance. Basic elements, development and changes in organization culture. Types of organization cultures.

## ***24. Human Resources in the organization***

Determination of human potential and human capital. The creation, structure and functions of the personnel department. The personality of a human resources manager. Personnel information system creation, its application and implementation. Collective employment relationships. The role of a labour organization. Bipartisan and tripartisan negotiation.

## ***25. Strategic Human Resources Management***

Process of personnel strategy formulation and implementation. Basis, meaning and fields of human resources policies. Human resources planning, methods of planning.

## ***26. The characteristics of personnel activities***

The basis and importance of the work analysis. Process of the work analysis. The process of recruitment, selection and intake of the employees. Methods of the selection. Work evaluation. Methods of the work evaluation. Systematic approach to the personnel appraisal - criteria and methods of the appraisal, subject and object of the appraisal. Human resources audit.

## ***27. Motivation of the employees***

Work motivation theories. Work motivation determinants. Process of motivational strategies formulation.

## **Recommended bibliography** (including new editions)

### **Business Economics**

1. STOKES, D., WILSON, N., MADOR, M. 2010. [\*Entrepreneurship\*](#). Hampshire : Cengage Learning, 2010, ISBN 978-1-4080-0745-7.
2. DAVIES, H., LAM, P. 2001. *Managerial Economics: An Analysis of Business Issues*. Essex : Pearson Education Limited, 2001, ISBN 978-0- 273-64628-0.
3. AKWETEY, L. M. 2011. [\*Business Administration for Students & Managers\*](#). Bloomington : Trafford Publishing, 2011, ISBN 978-1-4269-1776-9.
4. JONES, T. 2004. *Business Economics and Managerial Decision Making*. Chichester, West Sussex : John Wiley and Sons, 2004, ISBN 0-471-48674-4.
5. NEEDLE, D. 2006. [\*Business in Context: An introduction to business and its environment\*](#). London : Thomson Learning, 2006, ISBN 978-1-86152-992-3.

### **Marketing**

1. JOBBER, D. 2004. Principles and Practice of Marketing. London: McGraw-Hill, 2004, ISBN 0-618-33807-1
2. McCARTHY, E. – PERREAULT, W. 2000. Basic Marketing. Boston: Irwin, 2000, ISBN 0-256-12877-4
3. Kotler, P. 2015. Marketing management. Prentice Hall, 2015.

### **Management**

1. Daft, R.R., Kendrick, M, Vershinina, N. Management. Cengage Learning. 2008. ISBN 978-1-84480-882-3.
2. Ghillyer. A.W. Management Now. McGraw-Hill.NY. 2009. ISBN. 978-07-131526-5
3. DONELLY, J., H., GIBSON, J., L., IVANCEVICH, J., M.: Fundamentals of Management. London: Richard D. Irwin, Inc., 1995.

### **Business Finance**

1. VINCZEOVÁ, M., KRIŠTOFÍK, P. 2013. *Corporate Finance*. Banská Bystrica : Univerzita Mateja Bela, 2013. 978-80-557-0490-6.
2. MOLES, P., PARRINO, R., KIDWELL, D. 2011. *Corporate Finance*. Chichester : John Wiley & Sons Ltd., 2011. ISBN 978-0-470-68370-5.
3. ROSS, S.A., WESTERFIELD, R.W., JAFFE, J., BLEY, J. 2013. *Corporate Finance*. New York : McGraw Hill Education, 2013. ISBN 978-0-07-715171-3.

### **International trade**

1. REUVID, J. a kol. 2011. International trade. London: Kogan Page Limited, 2011

### **Business financial analysis**

1. Alexander, D. – Britton, A. – Jorissen, A. 2007. International Financial Reporting and Analysis. 3rd Edition. London : Thomson Learning, 2007. 887 p. ISBN 978-1-84480-668-3.

## **Human resources management**

1. VETRÁKOVÁ, M., BOČINCOVÁ, G. 2013. Human Resources Management (odborná monografia). Banská Bystrica : Univerzita Mateja Bela, Ekonomická fakulta, 2013. 228 s. ISBN 978-80-557-0489-0.
2. Armstrong, M. Handbook of Human resources management. Kogan Page, 2014.