

TOPICS OF THE SUBJECT PART OF THE STATE EXAMINATION

Level of study: 2nd degree (engineering)
Study programme: General Management

FINANCIAL ANALYSIS AND FINANCIAL PLANNING

1. Content and procedure of financial analysis (ex post, ex ante, horizontal and vertical) as a basis for the needs of creating a financial plan of the company. Quantification of the results of the expected fact of the current year.
2. The basic, functions and position of the company's financial plan and factors affecting its creation. Setting goals for a long-term and short-term financial plan.
3. Selection and planning of the company's investment projects, methods of evaluating their effectiveness. Creating a plan for assets investments of the company. Depreciation planning.
4. Characteristics of the content and creation of long-term and short-term plan of financial balance and profit plan in capital company. Characteristics of the content and creation of the financial plan of an individual's business.
5. Characteristics of the content and creation of long-term and short-term plan of cash flows using direct and indirect methods. Creating a long-term and short-term profit distribution plan in a capital company. Calculation of the results achieved in an individual's business.
6. Characteristics of evaluation methods and quality control procedure of the compiled financial plan. Checking the inclusion of long-term and short-term goals in the financial plan. Evaluation using methods of financial analysis and methods of comparison.

FINANCIAL MANAGEMENT

1. Basic background of financial management - the essence, basic tasks and position in the organizational structure of the company. Influence of the economic environment on the financial management of the enterprise - sectoral environment, national environment, international environment (Eurozone, EU). Specific issues of financial management - conflict of interest of financial manager versus owner, sustainability and responsible business finance.
2. Financial strategy of the enterprise - essence, basic components, link to long-term and short-term financial goals of the enterprise (ownership, participation approach). Expansionary and restrictive version - debt policy, credit policy, liquidity policy, tax policy, profit and loss allocation policy, financial reporting policy.
3. Management of the capital structure of the enterprise - quantification of the cost of equity and interest-bearing foreign capital of the enterprise. Identification of the decisive determinants of the capital structure of the enterprise. Theoretical approaches and practical modifications - classical theory, "U" curve theory, Miller-Modigliani, trade-off theory, hierarchical order theory, signaling model.
4. Enterprise financial risk management - general classification, risk life cycle, process, and institutional approach. Main forms of financial risk - credit, price, liquidity/liquidity,

operational and legal risks. Active and passive financial risk management strategies - asset and liability management, hedging through derivative contracts.

5. Financial investment and its strategies - financial decision-making criteria for financial investment - return, value and price; risk; liquidity and longevity. Portfolio of financial instruments - portfolio construction of financial instruments in practice; economic parameters of portfolio; portfolio performance evaluation. Portfolio theory - assumptions and application in practice - Capital Asset Pricing Model (CAPM); Arbitrage Pricing Model (APT); behavioral approaches.
6. Payment transactions and payment services - aspects of the definition of payment transactions; forms of payment transactions. Factors influencing the choice of financial settlement methods and instruments and the resulting risks. Payment system in the Slovak Republic - basic legislative framework for payment services, payment service providers in the Slovak Republic, payment system in the Slovak Republic. International (foreign) payment transactions - smooth payment, documentary credit/collection, bank guarantee.

INFORMATION TECHNOLOGY MANAGEMENT

1. Characteristics of current IS/IT and IS/IT development trends in the field of application software. System integration, development stages and levels of system integration, system integrator services.
2. Multidimensional IS/IT development methodology and its objective. Types of views on IS/IT and their characteristics, dimensions of IS/IT solution - time dimension, content and methodological-organizational dimension. Conceptual model of IS/IT development by MDIS methodology.
3. Methodology of multidimensional development and management of IS/IT - basic principles of MDIS and their characteristics; concepts (models) of IS/IT management.
4. Strategic management of IS/IT and information strategy of the enterprise, conceptual model of information strategy development, procedure of information strategy development.
5. IS/IT audit and its specifics, types of IS/IT audit and their focus. Standards and norms in the field of IT Governance and IT Management.
6. IS/IT efficiency and approaches to its solution, IS/IT expenditures, their classification according to different aspects and characteristics, IS/IT benefits and indicators, the process of solidifying non-measurable benefits.

INTERNATIONAL MANAGEMENT AND BUSINESS

1. The understanding of globalisation. Definition, advantages and disadvantages of globalization. Globalization vs. local adaptation. Factors and motives of business internationalization. Strategies of the international strategic orientation of the company.
2. Analysis of the company's internationalization potential and selection of a foreign market. Selection analysis. Segmentation of the foreign market. The basic strategies in the chosen foreign market.
3. Export as a form of entering foreign markets. The company's reasons for exporting. Forms of export, their advantages and disadvantages. Pro-export policy of the Slovak

Republic, institutions supporting export in the Slovak Republic, their importance and function in export support.

4. Forms of entry on a license basis. Defining the license and types of licenses. Content, structures and benefits of license agreements. Franchising: description and characteristics. Advantages and disadvantages of franchising.
5. Cooperative forms of entering foreign markets. Joint venture – definition, typology, models and preparation of the creation of a business strategy in the form of a JV. Strategic alliances, their classification, advantages and disadvantages of SA.
6. Multinational corporations. Characteristics and benefits of multinational enterprises. Positives and negatives of MNE. Clarification of Perlmutter's EPRG theory of MNC management.

ORGANIZATIONAL BEHAVIOR

1. Employee's personality and personality traits (traits, skills, relational and emotional intelligence). Employee personality substructures. Ways of knowing and developing personality. The importance of personality knowledge. Employee's career in the organisation (career anchors, career movement). Methods of career planning and individual career development of employees.
2. Work motivation of employees. Motivation and stimulation and their effect on performance. Motivational techniques (techniques of need satisfaction, positive motivation, need for achievement, reinforcement and elimination, providing balance, motivational type of employee).
3. Work group and its features. Work group characteristics (size, composition, structure, job positions, norms). Group dynamics and its phases in relation to performance, management style and quality of work group relationships. The difference between a work group and a team.
4. Management and leadership of work groups. Models of workgroup management (classical and situational management models, transactional and transformational leadership models). The use of power in management (formal and informal power and their sources). Assignment and delegation of tasks in the management process.
5. Interpersonal conflicts in the work group. Degrees and frequency of conflicts. Types of conflicts (intrapersonal, interpersonal, intergroup conflicts). Negative and positive impact of conflicts. Methods of conflict resolution (classical, authoritative and alternative conflict resolution models). Mobbing in the work group (forms, course and consequences).
6. Changes in the organisation. Typology of changes in the organisation. Implementation of changes in the organisation. Methods of introducing changes (Lewin's, Kotter's model). Change from the employees' perspective. Readiness for change. Reasons and forms of resistance to change. Techniques and means of change management. The impact of change on employee performance. Evaluation of the change process.

SALES STRATEGY

1. Principles of sales strategy. Definition of sales strategy. Decisions of sales and marketing managers and their consequences. Types of sales analytics and their implications. Key concepts behind sales engineering and analytics. Model based

analytics and their use in sales strategy. The concept of a response model. Types of sales strategies. The relation between sales strategy and corporate strategy. SWOT analysis as a basic tool of sales and marketing analysis. Tools deepening the results of SWOT analysis.

2. Consumer behaviour and sales strategy. Customer needs and buying process. Customer value measurement approaches. Determining the behaviour-based customer value from choice models. Using choice models for customer targeting. Customer lifetime value. Principles of customer relationship management. Specifics of the consumers' market (B2C), organisations' market (B2B), and state market (B2G).
3. Competitive sales strategies. Competitive analysis as a basis for the development of competitive strategies. Basic targeting strategies – undifferentiated, differentiated, and focused strategy. GE/McKinsey matrix and segment strategies based on GE/McKinsey portfolio analysis. Strategies based on customers' choice probabilities. Basic positioning strategies. Market maps (perceptions, preference, and joint-space maps) and their use in market positioning.
4. Sales strategies focused on product. Product design: Products, product attributes, attribute levels, and preference partworths. Idea generation methods. Conjoint analysis and its use as a tool for predicting consumers' response to new product offering. Managerial issues related to sales forecasting. Types of sales forecasting methods. Pre-test market models and their use in sales forecasting. Bass diffusion model of new product's adoption and the use of analogy in predicting future sales.
5. Sales strategies focused on communication. Advertising and impersonal marketing communications. Common methods of advertising decisions. AdBudg response model, its assumptions, use, and implications. Characteristics, types, objectives, and effects of sales promotions. Online versus traditional advertising. Search engines and search advertising. Measuring the effectiveness of online advertising and the panel data analysis. Use of resource allocation tools for personal selling.
6. Sales strategies focused on distribution. Characteristics of distribution channels and distribution entities. Decision making about distribution channels. Systems for organising companies' distribution channels. Types of distribution strategies and their characteristics. Current trends and expected future changes in distribution channels and strategies.

PERSONNEL MANAGEMENT

1. HR strategy and HR department. Sub-strategies of personnel management and their relation to corporate objectives. Current roles of HR specialists in terms of orientation towards business processes and people in the long and short term. Competencies of HR specialists.
2. Employee acquisition strategy. Employer brand. Building a successful employer brand. Employer brand content, brand communication and brand effectiveness evaluation.
3. Employee development strategy. Shaping competencies. Defining competencies and creating competency models. Use of competency models in HR functions. Concepts for staff training. Evaluation of training effectiveness.
4. Performance management strategy. Performance management concepts and performance measurement tools. Formulation of key performance indicators and

evaluation methods. Use of employee appraisal results in downstream personnel management processes.

5. Total rewards strategy. External competitiveness and internal pay equity. The economic function of pay, pay management and pay adjustment. Pay for performance. Employee benefits and services. Evaluation of pay effectiveness.
6. Evaluation of the personnel management system. Models for measuring employee satisfaction and engagement, analysis of results and their dependencies, suggestions for action. Analysis of the development and causes of turnover and sick leave. Instruments for measuring the performance of the human resources management system in relation to corporate performance indicators.

PROJECT MANAGEMENT

1. Basic characteristics of the project and its qualitative and quantitative attributes. Characteristics of the project life cycle. Project management and project portfolio management system. Project selection criteria. Socio-cultural and technical approach in the project management. A successful project and a successful project management – the difference between the contribution and the goal of the project.
2. Assignment and scope of the project – its importance and role in the preparatory phase of the project. Priorities, hierarchical structure of work, hierarchical structure of organization, responsibility matrix, communication plan. The meaning and sequence of creating a logical framework matrix (mission, goal, outputs, activities, indicators, verification method/sources of verification, assumptions, phases, means).
3. Organization and relations in the project management. Basic models of project management organizational structures – opportunities and limitations, criteria for selecting the appropriateness of the management structure. Team formation and its performance – development stages. Five basic ways of solving conflict situations on the project. Stakeholder analyses.
4. Project planning. The essence and content of the planning process. Decomposition of project activities. Decomposition of the organizational structure. Time planning of the project. Milestone. Critical path – critical and non-critical task. Benefits of line and network charts. Planning costs, financing, quality, communication.
5. Project implementation – quality, control (formal and informal), communication (specifics of project management meetings). Assignment of project work (delegating work packages to a responsible person), implementation of the project work (production of outputs according to the responsibility matrix), informing about the work progress (meetings, reports, minutes), managing changes in the project (causes of deviations, possible prevention, lessons learned), taking over outputs (output specification, acceptance criteria) and quality assessment (project outputs, project management from the perspective of stakeholders).
6. Termination of the project – acceptance protocols, final report. Types of closing of the project. Termination-related activities (customer approval, resource drawdown, reassignment of team members, closing of work package accounts, final invoicing). Evaluation of the project – outputs and members of the project team, including the project manager. Identification and transfer of lessons learned.

STRATEGIC MANAGEMENT

1. Developing ideas about where the company is and where it wants to go
The purpose of the vision, mission and goals of the company. The structure of the vision and the personality of the visionary. Assessment of vision quality. The type and stability of the criteria limiting the business/industry. Evaluation of mission quality. Structure and content of company goals (complexity, principledness, simplicity). The sequence of defining goals and the process of formulating goals.
 2. Meaning, procedures and results of strategic analysis
External analysis. Analysis of the macro environment and industry environment. Creative external analysis – business opportunities due to changing industry boundaries. Internal analysis. Competitive advantage, external manifestations and internal structure. Conditions for the emergence of a competitive advantage. Models of competitive advantage. Imitation of competitive advantage. The process of internal analysis of the company.
 3. Creative synthesis of the results of strategic analysis
Concept of strategic balance. Compilation of a strategy according to the SWOT table, the SPACE method, the strategic canvas and the brave thinking method. Organization of work on strategy formulation. Informal strategy making. Strategic planning.
 4. Comparison of typologies of business strategies
Principles of successful competition. Contingent concept of business strategies. Generic concept of business strategies. Porter's typology. Hall's competitive model. Mintzberg's typology. Miles and Snow's typology. Typology of strategic hours. N. Valverde's typology.
 5. Acquisition strategy as the main tool for the development of the corporate portfolio
Corporate portfolio. Corporate advantage. Sources of corporate growth. Growth strategies. Acquisition strategy process. Acquisition rules. Contribution of the acquirer. Acquisition deal process.
 6. Strategy implementation
Formulating versus implementing strategy. Conditions for successful implementation. Obstacles to strategy implementation and overcoming them. Key organizational barriers. Breakthrough points and leverage. Overcoming obstacles. Effectiveness of a fair process. Justification of the role and importance of a fair process.
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