

MAIN TOPICS IN MANAGEMENT DISCIPLINES WHOSE MASTERY IS EXPECTED AT FINAL STATE EXAMINATION (an overview)

2025/2026

Master program

1. **Entrepreneurship and business principles:** macroeconomic factors influence on business, microeconomic and business economics, the nature of competition, competitive advantage, business opportunity identification and exploitation, business strategy formulation, innovation, business ethics, corporate social responsibility
2. **Body of law in business and legal principles:** jurisprudence, constitution, human rights, legal measures, civil law, privilege and responsibility, ownership rights, public administration bodies, administration law, legal responsibility, legal obligations, taxes payment and public finance exploitation
3. **Management and ownership:** ownership rights and responsibilities, types of ownership, stakeholders, corporate governance, top managers appointment, remuneration, tuition, and benefits, decision power and accountability, non-profit organizations, legal status, regulation
4. **Management and public administration:** government and local institutions, public administration tools, legal principles of government and self-government, specific features of public administration management, EU, international agreements, custom barriers, free trade, government support conditions, relations business-public administration
5. **The principles of management:** entrepreneurial thinking, system approach to business activities, holistic management, levels of management, value chain, value-adding and support activities, organization's business behavior and competitiveness, sources and holders of business activities, organization's mission, vision, and strategy, business performance evaluation
6. **Managerial methods:** categories of methods, analytical and synthetic approaches, creativity, methodology, strategic tools, PEST and SWOT analysis, business plan, planning techniques, organization structures, leading and motivating people, control approaches, performance evaluation, finance planning, budgeting, Balanced Scorecard, reporting and external audit
7. **Decision making:** decision process and its key phases, problem specification, decision situation perception, information bases use, cognitive process, decision limits, uncertainty problem, table of yields, deterministic techniques, stochastic models, fuzzy decisions, criteria of choice (must and want), decision validation, decision risk, decision implementation process
8. **Strategy management:** business strategy implementation, tactical objectives and segment strategies development, segment strategies alignment and coordination, strategy plans transition into operational plans, strategy modification cycles, feasibility conditions, strategy meetings, strategy and corporate culture



9. **Planning and controlling:** forecasting, planning process, different types of plans, the role of plan in an organization, finance plans, budgets, balance sheet, P&L reports, cash-flow plans, operations scheduling, capacity locating, control tools, standard measures, profitability control, financial analysis coefficients use, total quality management, risk management, security control
10. **Organizing and corporate culture:** internal systems relations, organizing principles, structure patterns, staffing, division of work, tasks coordination, information flows, employee empowerment, organizational transformation, projects management, organization's values, traditions, habits, and myths, business reengineering, knowledge sharing, external relations
11. **Teams and team cooperation:** team building process, team roles, employee status acceptance, team objectives, professional specialization, team education, interpersonal conflicts solving, ethical codex, shared responsibility, team coherence and common interests defense, team spirit
12. **Communication and interpersonal skills:** communication process features, language of communication, communication channels, positive communication modes, assertiveness, empathy, resilience of membership, trustworthiness, team member's ambitions support
13. **Human resources management:** human resource planning, job description, employee recruitment, internal and external job market, employee dismissal, adaptation process, employee training and education, management development, performance evaluation, rewarding and appraisal, collective bargaining, employer-employee relations
14. **Leadership:** style of leadership, managerial grid, employee performance management, motivation process, employee feedback, leadership skills, leader's charisma, employee motivation methods, use of mental models, vision presentation and defense
15. **Social and psychological aspects of management:** state of social climate, organizational sociology, mass behavior traits, organizational psychology, culture anthropology, individual's behavior triggers, opinion makers, resistance to change, culture, social, and psychical barriers in human relations, types of people's personalities, individual's needs and desires
16. **Marketing management:** market research, market segmentation, customers' behavior and sales decision, marketing information system, customer relations management, customers' complaints handling, marketing strategy and innovation, marketing-mix, product development, product planning, product's life-cycle, purchase, sales support, promotion, advertising media, organization's image building, pricing policy, e-business
17. **Logistics management:** distribution channels, purchase planning and control, transportation, stock management, supply chain management, just-in-time, security, stock clearing, kanban methodology
18. **Manager's personality and stress handling:** manager's role within an organization, formal and personal authority, responsibility and accountability of the power use, personal traits of manager, emotional intelligence, communication and interpersonal skills, time management, in-job stress, stress preventing methods, stress handling tools, work and life balance, acceptance of position loneliness, physical activities and mind balance training



Indicative Reading

Basic:

- Kotler, P.: Principles of Marketing. Prentice Hall, 17th edition, 2017
- Bachmann, P., Lacina, K.: Introduction to Management and Marketing. Gaudeamus, University of Hradec Králové, 2007.
- Cook, Thomas A. Developing masterful management skills for international business. Boca Raton : CRC Press, 2019. ISBN 978-1-4822-2610-2.
- Rue, Leslie W. Management. 11th ed. Boston, 2005. ISBN 0-07-293593-6 .
- Hynes, Geraldine E. a Jennifer R. VELTSOS. Managerial Communication: Strategies and Applications. Los Angeles: SAGE, 2019. ISBN 978-1-5443-3954-2.
- Klein David. Strategic Management of Intellectual Capital. New York: Routledge, Taylor & Francis Group, 2016. ISBN 978-1-138-14836-9.
- Noe, R. A. et al.: Fundamentals of Human Resource Management. McGraw Hill - Irwin, 2011.
- Schermerhorn, J. R.: Management. John Wiley and Sons, Inc., 10th Edition, USA, 2009
- Rue, L. W., Byars, L. L.: Management: Skills and Application. McGraw Hill - Irwin, 2005.
- Tubbs, S. L. A Moss S.: Human Communication. New York, 11th edition, McGraw Hill, 2007.
- Zimbardo, P.G. Leippe, M.R.: The psychology of attitude change and social influence. Boston, McGraw Hill, 1991.

Recommended:

- Háša, S., R. Brunet-Thornton. Impact of Organizational Trauma on Workplace Behavior and Performance. Hershey: IGI Global, 2017. ISBN 978-1-5225-2021-4.
- Sokół, A. (ed.). Managing Diversity in the Organization: Creativity, Competence, Knowledge, Trust. London: Sciemcee Publishing, 2015. ISBN 978-0-9928772-3-1.
- Kotler, P., K. L. Keller. Marketing Management. 15th, global edition. Boston: Pearson, 2016. ISBN 978-1-292-09262-1.
- Bartodziej. The Concept Industry 4.0. ISBN 978-3-658-16501-7.
- Black, Henry Campbell. Black's law dictionary. St. Paul. ISBN 978-0-314-27544-8.
- Brieger, Nick. Law. Penguin, 2007. ISBN 978-0-582-46898-6.
- Merryman, John Henry - PÉREZ PERDOMO, Rogelio. The civil law tradition: an introduction to the legal systems of Europe and Latin America. Stanford, 2007. ISBN 978-0-8047-5569-6.
- Koontz, Weihrich. Management. A Global Perspective. New York, McGraw Hill, 1993.
- Morris, Charles G., Maisto, Albert. Psychology: an introduction. Upper Saddle River, 2002. ISBN 0-13-032014-5.
- Giddens, Anthony, Sutton, Philip W. Sociology. Cambridge, 2017. ISBN 978-0-7456-9668-3.

