

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

2025/2026

Bachelor program

1. **Entrepreneurship and business principles:** nature of business activities, public and private sector, types of organizations, organizational objectives, stakeholders, business ethics, corporate social responsibility
2. **Legal tools and body of law in business:** 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. **Theory and principles of management:** organization, management functions, levels of management, role of a manager, entrepreneurial thinking, open system notion of an organization, system aspects of organization's behavior, historical development of management theories, international management, security and crisis management
4. **Business strategy and planning:** the external environment, opportunities and threats, PEST analysis, organization's goals, internal resources, organization's strengths and weaknesses, SWOT analysis, strategy formulation and implementation, strategic plans, operations planning, planning tools, growth and development, finance planning and budgeting, alignment of strategy and operations plans
5. **Decision making and information:** the structure of decision-making process, decision situation description, information mining, information handling, information verification, mental models, mental experiments, selection criteria setting, information systems, information services, competitive intelligence, decision verification, uncertainty and risk conditions, decision making techniques exploitation conditions
6. **Organizing the internal environment:** organizing principles, division of labor, job specialization, tasks coordination, organizational structures (patterns), organizational transformation, reengineering, span of control, centralization and decentralization, power and responsibility distribution, accountability obligations, administration order, information flows
7. **Human resources management:** human resource planning, job description, employee recruitment, internal and external job market, employee dismissal, staffing, adaptation process, employee training and education, management development, performance evaluation, rewarding and appraisal, employer-employee relations, codex of ethical behavior
8. **Leading and motivating employees:** style of leadership, managerial grid, employee performance management, motivation process, employee feedback, Maslow theory, McGregor theory, Herzberg theory, employee remuneration, employee benefits, employee participation
9. **Control of organization's performance:** planning and controlling standards, controlling strategies, feedback control model, performance measures, ROI, break-even point, profitability, liquidity, EVA, internal and external audit, reporting system, public regulation, legal responsibility, cost-time management, quality management



- 10. Marketing management:** market research, market segmentation, customers' behavior and sales decision, marketing information system, customer relations management, customers' complaints handling, marketing strategy and innovation, export, international trade
- 11. Marketing-mix:** product development, product planning, product's life-cycle, purchase, stock management, distribution channels, transportation, sales support, promotion, advertising media, external communication, organization's image building, pricing policy, internet marketing, e-business
- 12. Corporate culture and communication:** corporate culture notion, model 7S, factors influencing the corporate culture development, corporate values, employee habits, organization's traditions and symbols, strategy and culture alignment, internal communication, communication tools, positive communication, nonverbal communication, body language, employee satisfaction and engagement
- 13. Social and psychological aspects of management:** state of social climate, collective bargaining, 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
- 14. Personality of a manager and his/her stress handling:** manager's role within an organization, formal and personal authority, leadership skills, 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:

- Bachmann, P., Lacina, K.: Introduction to Management and Marketing. Gaudeamus, University of Hradec Králové, 2007.
- Kotler, P.: Principles of Marketing. Prentice Hall, 17th edition, 2017
- 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:

- John, R. Schermerhorn. Management. John Wiley, 2005.
- Koontz, Weihrich. Management. A Global Perspective. New York, McGraw Hill, 1993.
- Leslie W. Rue, Lloyd L. Byars. Management: Skills and Application. McGraw Hill. Irwin, 2005.
- Black, Henry Campbell. Black's law dictionary. St. Paul. ISBN 978-0-314-27544-8.
- HargreaveS, Sylvia. EU law. Oxford, 2011. ISBN 978-0-19-958773-5.
- 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.

