



VYSOKÁ
ŠKOLA
EKONOMIE
A MANAGEMENTU

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COURSE	Business economy
Type of course	Obligatory
Duration	28 hours
Credits	5
Type of teaching	Lesson, Consultation
Completion of course	According to the instructions of the teacher (see the first lessons).

The objective of this subject is to provide students with the knowledge and skills from the area of managerial finance, which are a prerequisite for the performance of managing and finance functions. Managerial economics combines economic theory, namely microeconomics and theory of entrepreneurial economics with the methods and tools of analysis and optimisation, and thereby provides important tools for managerial and entrepreneurial activity. An emphasis is placed especially on production, supply, innovation and marketing, purchasing, investment and finance activities, controlling and internal audit, using figures that characterise the firm such as revenue, costs, and profit or loss depending on the equity and capital structure of the company and with a view to the development of the company and its current state.

- **The company:** Company goals. Position of the company in the commercial and social system of society, company strategy, company life cycle. Characteristics of company structure. Theoretical concepts of company target function. Establishment and development of the company. Establishment budgets.
- **Equity and capital structure as a significant aspect when planning company objectives:** Classification of equity structures. Short-term and long-term assets. Current assets. Liquidity and absolute liquidity. Specific equity and capital structures and their relationships. Owner's equity and other sources of capital.
- **Revenues, costs, profit, cash flow, and their connection to business activity:** Concept of cost classification. Variable and fixed costs. Cost functions. Planning, controlling, and calculating costs. Links between production volume, costs, price, and profit. Cost limits. Operating levers and break-even point analysis.
- **Production activities, production actors, production capacity:** What, how, and for whom to produce. Planning a production program and planning production processes. Production capacity. Total productivity and partial productivity of production factors.
- **Managing purchasing and sales, marketing and logistics:** Purchase marketing model. Analysis and selection of purchase market and suppliers. Supply management. Material availability. Just-In-Time – supplier integration. Integration of purchasing as part of the company value chain. Supply chain management.
- **Company financial and investment activities:** Macroeconomic and entrepreneurial concepts of investment. Planning of investments and classification of investment projects. Classification of investments in the business. Sources of investment financing. Evaluation of investment efficiency. Current (short-term) financing – managing operating capital. Method of financing current assets. Cash flow management.
- **Managing company efficiency:** New and traditional organizational systems, process vs. operational concept and optimisation, new and traditional measures of efficiency

and productivity, factors creating EVA, analysis of results of commercial activity. Ratio indicators and comparative analysis. Financial analysis. Cross-company comparison.

Literature

- Atkinson, S. *The Business Book: Big Ideas Simply Explained*. Dorling Kindersley Publishing, Incorporated, 2014. 352 p. ISBN 1465415858, 9781465415851.
- Froeb, L., McCann, B. T., Shor, M., Ward M. M. *Managerial Economics (Upper Level Economics Titles)* Cengage Learning, USA. 2013. 304 p. ISBN 978- 1-133-95148-3.
- Baye, M. *Managerial Economics and Business Strategy*. McGraw-Hill higher education. McGraw-Hill/Irwin, 2010. 621 p. ISBN 9780071267441.

Videolearning

- Business Economy I.
- Business Economy II.

COURSE	Economic and social innovation
Type of course	Obligatory
Duration	28 hours
Credits	5
Type of teaching	Lesson, Consultation
Completion of course	According to the instructions of the teacher (see the first lessons).

This subject familiarises the student with the basic terms in the area of innovation, clarifying and practicing with the use of case studies of best practices in innovation. The objective is to understand the importance and characteristics of innovation and the innovation system as a key factor of socioeconomic development and quality of life in a wider spectrum of contexts, i.e. in countries and regions at various levels of economic and social maturity (distance from the levels of best practice), in various fields according to the type of technology regime and entrepreneurial opportunities, in various institutional sectors (commercial, government, non-governmental, not-for-profit/civil and other combinations), in various types of application (social, economic, technical, non-technical innovation). A key role is played by innovation actors, who create value (market and non-market) due to their innovative capacity, which can be supported by innovations and creative techniques, planning of innovations or specific financing tools that take into account the risk of innovation activities.

- **Innovation as a system and creator of value:** History of innovation and innovation studies. innovation systems and their components (national, field and regional system, innovation sectors, innovation actors and their relationships), (Rothwell) generations of innovation models and (Berkout) model of cyclical innovation, innovation as a creator of value (market, non-market), profit and non-profit goals of innovation (economic, technical, social innovation).
- **Innovation process and planning innovation:** Phases of the innovation cycle (seeking opportunities, formulating solutions, implementing innovations, obtaining created value), (Keely) types and sources of innovation, innovation portfolio, (Kumar modes) of the innovation planning process and their methods, innovation as part of strategy, institutionalisation of innovation (forms of protection, commercialisation and market exploitation), innovation metrics.
- **Innovation capacity:** Internal (individual, organizational) and external sources of innovation, importance and relationships of creativity, invention, and innovation, innovation culture in an organization, creation and development of an innovation team, generation of innovation ideas and their selection, types of innovators (innovation leaders), innovation and creative techniques and tools, workplace innovation.
- **Financing innovation:** Specifications and tools/models for financing innovation activities (risk capital, seed funds, spin-offs, spin-outs, crowdfunding, social impact investment/bonds, financing cross-sector partnerships) and their sources (private, governmental, and combined), indirect financing of innovation activities.
- **Technological modes and entrepreneurial opportunities:** industry and field innovation systems, enabling and industrial technologies, types of industries/companies

according to innovation intensity and type of opportunity (creative, adaptive business), innovation and knowledge based capital in the global value chain and types of upgrading.

- **Regional and local innovation:** Regional and local innovation and entrepreneurial systems, Triple Helix model, cross-sector relationships and their support (innovation infrastructure), innovation ecosystem, creation and implementation of regional innovation strategies, smart specialisation, innovation clusters, smart towns and communities.
- **Social innovation:** Key characteristics of social innovation (in comparison with economic/technical innovation), types of social innovation, social innovation and innovators in commercial, government, and not-for-profit sectors and combinations thereof, the innovation cycle and its phases, innovation intensity and social impact, activation and empowerment of disadvantaged target audiences, forms of support of social innovation.
- **Innovation in alternative business models:** Social (non-profit) commerce and entrepreneurialism, corporate social responsibility, non-monetary economics, crowdsourcing, innovation in public administration, innovation in social (non-market) services (education, social security, health care), alternative valuation of innovation impact.
- **Innovative solutions to social challenges:** Technological and social megatrends, innovation solutions in the energy industry (safe, clean, efficient energy), transportation (green, intelligent, and integrated), climate change, equality (social integration) and safety, population (health, demographic change, quality of life), food safety and sustainable agriculture, combination of social and technical innovations.
- **Innovation in socioeconomic development:** Characteristics of innovation according to the economic status of the country, innovation in globalized economy, evaluation of innovation programs and policies, community/participatory development, inclusive innovation, grassroots innovation, relationship between innovation and associated policies, innovation in development of aid, capacity for resilience and its risks.

Literature

- Osburg, T., Schmidpeter, R. *Social Innovation: Solutions for a Sustainable Future CSR, Sustainability, Ethics & Governance*. Springer Science & Business Media, 2013. 335 p. ISBN 364236540X, 9783642365409

Videolearning

- Economic and Social innovation

COURSE	Financial management
Type of course	Obligatory
Duration	32 hours
Credits	5
Type of teaching	Lesson, Consultation
Completion of course	According to the instructions of the teacher (see the first lessons).

The financial side of business represents the flows and conversion of money from initial investment, through financing operations, to sale of results of the transformation process, increased through added value representing the investor reward for the risk undertaken by investing. The monetary side of a business is realised through finance strategy and management. The basic goal of this subject is to familiarise the student with the purpose of financial management, namely the fundamental task of the financial management of a business, which is the identification of sources of capital and their acquisition, decision-making on the goals and conditions of its allocation, securing efficient handling of available sources of capital, reallocation, and distribution of capital acquired through the execution of business activity.

- **Principles of financial strategies and financial management:** Business development assumes definition and establishment of a finance policy – the company finance strategy. The finance strategy represents the backbone of financial management, which includes all activities associated with the effective financing of company entrepreneurial activities oriented toward achieving the company strategy and basic goals of the company.
- **Funding – seeking out and using internal and external capital sources:** Basic sources of financial business activities are internal sources, external equity sources and other sources. Use of capital is associated with capital costs. Costs are differentiated into debt costs (debt capital) and costs of equity capital. From the perspective of financial management average capital costs and the associated optimal capital structure are important.
- **Short-term and long-term financial management:** Investing is one of the basic company activities. It is a process which is based on the strategic plan and is carried out through the long-term financial plan. The basic objective of an investment strategy transcribed into the long-term plan is economic efficiency of the investment process, i.e. effective handling of financial resources under conditions of risk and uncertainty. Another task of financial management is management of debt. A task of short-term financial management is to manage liquidity using the short-term financial plan.
- **Measuring financial performance and creation of company value:** The basic objective of a contemporary company is the creation of stakeholder value. Approaches to the management of company performance from the perspective of value drivers are carried out primarily through value based management. Knowledge of the principles of value based management is a critical prerequisite to successful financial management.
- **Company valuation:** Combining, purchasing, and selling companies is a common phenomenon in a strongly competitive environment enabling the establishment of

competitive advantage over a rival. Carrying out mergers and acquisitions are not possible without the accurate valuation of a company. Knowledge of methods of market valuation of companies is a critical prerequisite to executing the sale and purchase of a company.

Literature

- Brigham, E., Ehrhardt, M. *Financial Management: Theory & Practice*. Cengage Learning, 2013. 1200 p. ISBN 9781111972202.
- Higgins, R. *Analysis for Financial Management*. 2015. 466 p. ISBN 9781259294228.

Videolearning

- Financial management



COURSE	Human resources management
Type of course	Obligatory
Duration	32 hours
Credits	5
Type of teaching	Lesson, Consultation
Completion of course	According to the instructions of the teacher (see the first lessons).

This subject discusses bachelor studies topics focussed on working with people and further deepens this theoretical and practical knowledge in specific areas of management. The objective is the preparation of the graduate in specific fields of practical human resources management. The graduate of the masters' level will be capable of analysing and finding causal factors within the company leading to the disruption of harmonic functioning of human capital within the company. The subject will focus on human resources management as a strategic partner in the leadership of an organization. The student will focus more deeply on awareness of the dependencies and outcomes of organizational factors and their impacts on actual strategic management of human resources in practice. An emphasis is placed on understanding and managing results of organisational changes, mergers and acquisitions, including resolving impacts of economic crises. As part of this subject, aspects of human resources will be discussed from legislative, economic, and financial perspectives. Specific conditions are applied both to Czech and international conditions.

- **Theoretical basis and definition of terms:** Modern approaches to human resources management. Specific focus on areas with potential growth or elimination of limits. Models of comparative methods for evaluating HRM efficiency. Acquiring market data. Work directly or indirectly with measurable variables. Decision-making process from the perspective of data foundations.
- **Training and development of employees:** Influence of training on organizational effectiveness. Training methods – their costs efficiency versus performance efficiency. Managing performance using training and development. Compatibility of training, the training process, and organisational strategies. Planning training, evaluation and work with soft factors. Concept of self-training, motivation to development.
- **Career management:** Identification of career management as one of human resources functions. Modern concept of a career - expanding career pathways, directions of careers including horizontal development, job enlargement and enrichment. Methodology of setting up a system of personnel planning. Concept of medium-term and long-term personnel plans. Integration of personnel planning with the company's strategic goals. Process of planned increase and improvement of work competencies, knowledge and skills. Key competencies and their strategic importance. Methods and approaches to career planning. Influence of career management. Building succession plans. Role of personnel and line managers and individual employees in the area of planning.
- **Talent management:** Identification of talent and working with it. Personality and its development. Identification of development directions. Use of talent management in organizational human resources - important and benefits of talent management, talent

management processes, attracting and acquiring talent, development and retention of talent. International cooperation in use of talent. Managing company image and company culture, marketing of human resources, image of the preferred employer. SRC (Socially Responsible Company). Role of the human resource manager in the new era, participation in building strategies for internal and external communications. Relationship of talent and creation of research, development and innovation.

- **Mobility management:** Employee mobility, its causes and effects. Analysis of human resources management and company potential. Most frequent risks in human resources management. Critical roles in human resources management during periods of change and most frequent mistakes of managers. Mobility as career development. Fluctuation and retention of employees. Management of human resources in periods of crisis and economic change. Management of mobility costs. Management of performance during the course of mobility.
- **Knowledge base management:** Definition of basic terms. Categorisation of knowledge. Development of knowledge base management in a historical perspective. Process of creating knowledge. Knowledge transfer and sharing. Methods of transferring knowledge in organisations. Continuity management of knowledge. BCM – Business Continuity Management. Age management and working with changing employee demographic structure. Global HR management - impacts of multinational management of businesses in the area of HRM.

Literature

- Ulrich, D. , Younger, J., Brockbank W., Ulrich, M. *HR from the Outside In: Six Competencies for the Future of Human Resources BusinessPro collection*. McGraw Hill Professional, 2012. 272 p. ISBN 0071802673, 9780071802673
- Armstrong, M. *A Handbook of Human Resource Management Practice*. Kogan Page Publishers, 2006. 982 p. ISBN 9780749446314

Videolearning

- Human resource management
- Human resource development

COURSE	Management (Theory and Practice)
Type of course	Obligatory
Duration	28 hours
Credits	5
Type of teaching	Lesson, Consultation
Completion of course	According to the instructions of the teacher (see the first lessons).

The subject introduces basic terms and procedures of management within the broader network and decision. It presents terminological and methodological ground for following specialized subjects and for an illustration of applications and specifications in the Czech conditions. It includes basic aspects of subject areas of management regarding their procedural point of view.

- **Nature of management:** basic terms, relation of management and administration, definition of management, position of a manager in organization, levels of management in hierarchically structured organization, basic managerial functions and activities.
- **Profile of manager:** basic competence of manager, power and responsibility, state of managerial work, head and leader, personality of manager, qualification of manager.
- **Decision-making:** decision making as a basic activity of manager, basic terms in the field of decision-making, elements of decision-making, decision-making subject, object of decision-making, criteria of decision-making, origin of the situation to be decided, and role of manager in its solution, information support and decision-making.
- **Planning as basic function of manager:** Basic procedures of a plan creation, structure of planning activity according to the hierarchical and functional arrangement of organization.
- **Organizing as basic function of manager:** Basic terms in organizing, classification of organizational structures, line organization, line and staff organization, organization according to function. Division organization. Flexible organizational structures. Matrix organization as a transfer point between stable and flexible organizational forms. Organizational forms of project administration, project coordination, integrated project organization and pure project organization.
- **Leadership, management of human resources, and communication as a basis of manager function:** motivation, influencing, leadership of people, coordination. Importance of management of human resources of firm, personnel work in company, career management, evaluation of workers. General rules of successful communication, forms of communication.
- **Supervision as basic managerial function:** basic terms in the field of supervision. Supervision and feedback, structure of supervision activities, evaluation criteria of supervision. Modern approaches to supervision. Internal supervision system of organization. Relation between supervision and controlling.
- **Management in development:** Characteristics of history and continuity in time in management development as a practical activity and as a subject as well. Characteristics of individual development stages, their importance and personalities with the emphasis

on the evolution of current trends (from searching for perfection, through organizational solution of “chaos”, to information management and reengineering).

Literature

- Donnelly J., Gibson, L. J., Ivancevich, J. M. *Fundamentals of Management*, 10th Edition, Richard D. Irwin, INC. 1997, ISBN 978-0256232370.
- Haberberg, A., Rieple, A. *Strategic Management: Theory and Application*. OUP Oxford, 2008. 822 p. ISBN 9780199216468.
- Koontz,H., Weihrich, H. *Essentials of Management. An International Perspective*. The McGraw Hill Companies, 2010, ISBN 978-0-07-106767.
- Drucker, P., Maciariello, J. *Management (Revised Edition)*, Harper Collins Publishers, New York, 2008, ISBN 978-0-06-125266-2.
- Drucker, P. *Management Challenges for the 21st Century*, Harper Collins Publishers, New York, 1999. ISBN 0-88730-998-4.
- Drucker, P. *The Practice of Management*. Harper Collins Publishers, New York, 1986, ISBN 0-887-30-613-6.

Videolearning

- Theory and Practice of Management

COURSE	Managerial economics
Type of course	Obligatory
Duration	28 hours
Credits	5
Type of teaching	Lesson, Consultation
Completion of course	According to the instructions of the teacher (see the first lessons).

The subject introduces the basic issues of economic thinking in the context of interdisciplinary perception of social values and their relevance for the development of the society and, at the same time, presents the fundamental concepts and principles of macroeconomic theory in order to master the conceptual architecture and the theoretical-methodological fundamentals for the identification, analysis, evaluation and anticipation of key characteristics and determinants of the development of the macroeconomic framework for the decision-making of economic entities.

- **Values and their relevance for the society:** The universality of human rights, communication freedom and responsibility and human community, democracy and capitalism, free market and public benefit, crises and social changes.
- **Macroeconomic aggregates:** Definitions and measurement. GDP, inflation, unemployment, public expenditure. Impact of price level changes on the gross domestic product.
- **Aggregate demand and supply:** The substance of the model and its assumptions. Factors affecting the aggregate demand. Factors affecting the aggregate supply. The balancing mechanism and balance in the short term and in the long term. Economic cycle and economic growth.
 - **Inflation and unemployment:** Major determinants, basic forms, symptoms and consequences of inflation and unemployment in the economy. Relation between the inflation rate and the unemployment rate – Phillips curve. The impact of various types of expectations on the relation between the inflation rate and the unemployment rate.
 - **Open economy:** Foreign exchange rate. Demand, supply and exchange market balance. Theory of foreign exchange rate determination, theory of interest rate parity and theory of purchasing power parity. Fixed and flexible foreign exchange rate. Balance of payments structure. Balancing mechanisms of the balance of payments. Foreign indebtedness. International trade theory.
- **Monetary and fiscal policies:** Fiscal policy instruments. Keynesian transmission mechanism. Quantitative equation of money. Short-term and long-term impact of monetary policy. Ineffectiveness of monetary policy. Public budgets and public debt. Short-term and long-term impact of fiscal policy. Crowding-out effect. Monetary and fiscal policies in an open economy.

Literature

- Acecolla, N. *Economic Policy in the age of Globalisation*. Cambridge University Press, 2005, ISBN 9780521540384.
- Boyes, W., Melvin, M. *Makroekonomics*. United Kingdom: Cengage Learning, 2010.
- Dwivedi, D. N. *Managerial Economics*, 7E. Vikas Publishing House Pvt Ltd, 2009. 880 p. ISBN 8125923470, 9788125923473.

Videolearning

- Economic Thought and Society
- Microeconomics



COURSE	Market research
Type of course	Obligatory
Duration	28 hours
Credits	5
Type of teaching	Lesson, Consultation
Completion of course	According to the instructions of the teacher (see the first lessons).

Market Research should learn students' practical marketing work in marketing department of international marketing company. Lectures are maximal focused on collective solutions of marketing tasks via market research.

- **Introduction in marketing research in company** (Where is MR placed in company structure, which tasks does have, which answers could enter and which not, friends and enemies of marketing research? Who are our internal customers? Rules of treating the marketing research results - distribution, Confidentiality and access to the information)
- **Work with marketing research agencies/consultants** (The differences between marketing research agencies, Pitch – pitch criteria, Design of research, What should agency know and chat not, Responsibility of agency- responsibility of client, Suggestions and findings of marketing research, Consulting agencies and their specific art of work)
- **Budget** (Introduction in the work with budget, Budget structure, Marketing research Budget planning, Marketing research prices, Golden rule – spend everything!, What if is money not enough?)
- **First internal customer: Product Marketing** (Studies for Product marketing, Frontloading – before the start of project, PEP, Product Clinic, marketing concept, project starting, influence of customers voice on product. Marketing and Design, Marketing a Controlling)
- **Second internal customer: Marketing Communication** (Studies for Marketing Communication, Pretest and Posttest, the right timing. Global or local advertising campaign? Is measurement of effectivity advertising campaign effective? Media and target group , problems in definitive of target group)
- **Third internal customer: Distribution and Service Marketing** (Studies for Distribution and Service net, customers satisfaction, dealers satisfaction, how to sell a car – dealers training, Targets of customers satisfaction, CRM)
- **Fourth internal customer: Marketing Director** (Golden rule - who pays, governs. Brand image and strategy studies, Art of generalisation, Rules of communication of awkward information.)
- **Fifth internal customer: Board** (How to make good impression, Art of the absolute generalisation – spaceship effect. What is management summary, Beware of detail, rule of assistants of board in communication process, How to behave on the board meeting)
- **Cooperation of other brands in the group** (Tasks of Group Marketing Research, relations with other brands, Shared information and ways of its distribution, co-financing projects-syndicated studies)

Literature

- Malhotra, N, K. *Marketing Research: An Applied Orientation* (6th Edition), 2009. ISBN-10: 0136085431, kindle edition.
- Pride, W. Ferrell. *Marketing*. Cengage Learning, 2013. 832 p. ISBN 9781133939252.
- Grewal, D. L. L. *Marketing with Practice Marketing Access Card*. McGraw-Hill Education, 2012. ISBN 97800777.

Internet

- Research World, ESOMAR <http://www.esomar.org/publications-store/research-world-magazine>
- ISA <http://www.isa-sociology.org/>
- <http://www.tns-aisa.cz/pg-33-cs.aspx>
- <http://www.millwardbrown.com/Solutions/Default.aspx>

Videolearning

- Market research
- New marketing trends

COURSE	Marketing
Type of course	Obligatory
Duration	32 hours
Credits	5
Type of teaching	Lesson, Consultation
Completion of course	According to the instructions of the teacher (see the first lessons).

This subject derives the resources for establishing businesses in sustainable markets from the markets themselves. It operates from the concept of marketing strategy, particularly the process in which the delivery of new resources may increase sustainability and competitiveness of a personal project for acquisition of a market segment.

- **Marketing and marketing strategies:** Differentiating marketing from other forms of occupying a market. Marketing core concepts. Strategic aspects of marketing and social marketing
- **Formulation of strategies:** Recognition of the approaches for deriving resources. Marketing plans from the perspective of content and process characteristics, identification of desirable uses, risks, and new resources for terminating processes.
- **Strategy implementation:** Resources for understanding, documenting, querying, demonstrating conformance, delivery, flexibility, and productivity of the project manager in the project cycle.
- **Marketing strategies in global markets:** The Uppsala Model, Born Global, acculturation and enculturation.
- **Competition in strategic marketing:** Strategies of market leaders, challengers, followers, nichers, and sustaining the power distance index, or position. Maximising stability of performance through breaking, extending, and combinations of competitor life curves and buy/sell timing. Market harmonisation, programmed distribution.
- **Seller marketing strategies:** Testing and launching products and services on the market. Pricing strategies. Sources of satisfaction and relation of customer to the shop.
- **Innovations in strategic marketing:** Metrology in emerging markets. Projected movement. Management of product and market development.
- **Scientific methods for strategic marketing:** Methods, techniques, data, data mining, experimentation, research, survey.

Literature

- Grewal, D. *LL Marketing with Practice Marketing Access Card*. McGraw-Hill Education, 2012. ISBN 9780077713294
- Pride, W. Ferrell. *Marketing 2014*. Cengage Learning, 2013. 832 p. ISBN 9781133939252

Videolearning

- Marketing
- New marketing trends

COURSE	Project management
Type of course	Obligatory
Duration	32 hours
Credits	5
Type of teaching	Lesson, Consultation
Completion of course	According to the instructions of the teacher (see the first lessons).

The objective of this subject is the study and acquisition of methodical knowledge and information pertaining to the processes of project management with an emphasis on understanding the philosophy and practical management of tools and techniques as part of the execution of the project. In conjunction with the requirements of the PMI and IPMA standards, prerequisites will be formed for a systematic approach to using project management to manage projects and create conditions for improving customer orientation and application of new knowledge in change management processes in organizations, whereas knowledge of project management is a basic prerequisite for active participation in projects. A secondary goal is to support motivation for self-study and deeper interest in the application of methods implemented in contemporary projects, the use of which is considered a sign of professionalism.

- **Introduction to project management (PMG).** PMG in the system of theories and management practices. Basic terms and definitions. Characteristics of a project. Difference between projects and routine processes. Types of projects. Examples of projects. Successful project management. Triple imperative of projects (Barnes triangle). Life cycle and phases – pre-project, project, and post-project. Standards and standardization of project management. PMI and IPMA certifications.
- **Organization of project, project structure.** Relationship between ongoing and project management organisational structure. Incorporation of projects into organizational structure. Matrix project structure. Project organization and management, executive, and user roles. Management committee, sponsor, user, interested party. "Project Team Leader" /PTL/ vs. "Project Manager" - position, role, and responsibilities. Competency requirements. Composition of the project team, team cooperation, communication. Responsibility matrix.
- **Project objectives and project scope.** Definition of project goals. Context of strategy organization. Project goals (SMART) and project approach. Model process of project kickoff. Scope as a term in the PMBoK. Process according to the PMBoK. Scope as a term in ISO 1006. Processes according to ISO 10006. Specification of project scope. Project Business Case.
- **Method.** Logical framework method, SMART/i/ technique, SW/OT analysis in projects, Gantt chart technique, network analysis (CPM, PERT). Project risk analysis methods (RIPRAN, point method with risk map), critical chain method, methods for evaluating project status (percentage, SSD, EVM achieved values method, MTA methods, etc.).
- **Project risk management.** Importance of risks in project management. Opportunities and risks. Characteristics of risks. Techniques of project risk analysis. Techniques of

identification and evaluating risks (verbal, numerical, definition of risk probability and scenarios, risk tree, etc.). Creation of measures for eliminating risks (use of TWS signals, QAS etc.). Phases of risk management. Problems and drawbacks of risk management processes.

- **Project planning.** Project time and capacity planning. Division of projects into phases. Defining activity. Structured breakdown of activities. Project breakdown – W/OBS (Work/ Object Breakdown Structure). Definition of logical linkages. Scheduling activities in time. Cost planning. Resource planning. Project budget - financial and economic aspects of project management.
- **Project execution, project monitoring and controlling.** Initiating project execution. Work plan. Project log. Tracking of project processes. Assessing changes and addressing problems. Reporting. Control methods - QAS, TWS, CSF, etc. Subcontractor management system. Quality assurance in projects.
- **Closing projects.** Process of closing projects. Executing contracts. Final acceptance, closing the project, summary of outcomes, administrative closure of the project. Final analyses and lessons learned from project execution. Collection of project metrics. "Post-project phases". Evaluation of project resource performance. Approval of project outcomes. PIR. Software support of project planning and management. MS Project as a support tool of project management.

Literature

- Kogon, K., Blakemore, S., Wood, J. *Project Management for the Unofficial Project Manager: A FranklinCovey Title*. BellaBooks Inc., Dallas, Texas, 2015. ISBN: 978-1-941631-10-2.
- Phillips, J. *CAPM/PMP Project Management All-in-One Exam Guide*. McGraw Hill Professional, 2007. 478 p. ISBN 9780071487481.

Videolearning

- Project management

