

## Major Field State Exam (FPH - SS 2020/2021)

<b>Course code:</b>	MNE
<b>Course title in language of instruction:</b>	Major Field State Exam
<b>Course title in Czech:</b>	Státní zkouška ze studijního oboru
<b>Course title in English:</b>	Major Field State Exam
<b>Number of ECTS credits allocated:</b>	6 (1 ECTS credit = 26 hours of workload)
<b>Mode of delivery:</b>	none
<b>Mode of completion:</b>	graded course
<b>Language of instruction:</b>	English
<b>Level of course and year of study:</b>	master (second cycle): 2
<b>Semester:</b>	SS 2020/2021
<b>Name of lecturer(s):</b>	<a href="#">prof. Ing. Jiří Hnilica, Ph.D.</a> (supervisor)
<b>Prerequisites and co-requisites:</b>	none
<b>Recommended optional programme components:</b>	none
<b>Work placement:</b>	none

### **Aims of the course:**

The state exam is a comprehensive verification of acquired knowledge in the given field of study.

### **Learning outcomes and competences:**

Successful completion of the exam is assumed to prove that students are able to identify key insights of their field of study and their mutual relations, and to apply them to solutions of the real-world problems.

**Course contents:**

**1. Topics related to marketing and logistics (allowance 0/0)**

- a. Role of marketing in strategic management. Marketing management. Measuring the effectiveness of marketing activities.
- b. Marketing information system, marketing research and its methods. Competitor analysis and competitive strategy.
- c. Market segmentation, process, criteria and methods. Targeting and positioning.
- d. Brand building and brand management. Brand equity creation, brand equity models, brand strategies.
- e. Marketing mix decisions. Product, price, communication and distribution research.
- f. Marketing approaches in the context of specific market conditions and situations.
- g. Logistic system, logistic goals and strategies within a business context and environment.
- h. Supply chains of manufacturing and trading companies.

**2. Topics related to strategy, managerial decision-making and problem solving, managerial finance, innovation and entrepreneurship (allowance 0/0)**

- a. Strategic reasoning and thinking; missioning and visioning, values.
- b. Strategy content: business-level, corporate-level and network-level strategy.
- c. Strategy process: strategy formation, strategic change and strategic innovation.
- d. Strategy context: industrial, organizational and international context.
- e. Principles of managerial decision making, process and approaches of decision making, problem-solving barriers.
- f. Situation appraisal, problem analysis, generation of variants and their consequences.
- g. Multicriteria evaluation of variants, choice of the best variant.
- h. Methods and approaches for decision-making under risk and uncertainty.
- i. Methods, techniques and approaches used in innovation management.
- j. Innovation definition, innovation sources, innovative organization and its principles, barriers to innovation.
- k. Innovation strategies and innovation models in the business sector.
- l. Financial analysis and financial planning.
- m. Investment and financial decisions, cost of capital and risk.
- n. Valuation of companies, shares and bonds.

- o. Financial risk management.

**3. Topics related to management, leadership and human resource management**  
(allowance 0/0)

- a. Contemporary approaches to management, business and management model, management innovations.
- b. Nature of management work, management as a profession, management roles, functions and activities.
- c. Management - planning, decision making, controlling, coordinating, organising in the 21. century.
- d. Management of systems and relationships and various forms of cooperation, locally and globally.
- e. Organisation development and change management.
- f. Leadership - application of leadership theories in managerial practice.
- g. Developing managerial competencies for leadership.
- h. Leadership of task forces and teams. Team work and group problem solving.
- i. Organizational culture and intercultural management.
- j. Human resources management - strategy and policies for its implementation.
- k. Strategic human resources management - tools.
- l. Intellectual capital and tools for its management.
- m. Specifics of human resources management in corporations and multinational companies.

**Learning activities, teaching methods and workload (hours):**

<b>Type of teaching method</b>	<b>Daily attendance</b>
Preparation for final oral exam	156 h
<b>Total</b>	<b>156 h</b>

**Assessment methods and criteria:**

<b>Requirement type</b>	<b>Daily attendance</b>
Final oral exam	100 %
<b>Total</b>	<b>100 %</b>

## **Assessment:**

### **Graded courses**

- 1 Excellent (90 - 100%)
- 2 Very good (75 - 89%)
- 3 Good (60 - 74%)
- 4 Insufficient (0 - 59%)

### **Ungraded courses**

- P Passed  
NP Not Passed

# **Literature:**

## **Marketing**

KOTLER, Philip; KELLER, Kevin Lane. *Marketing management, global edition*. Edinburgh Gate, England: Pearson Education Limited, 2015. 9781292092737 / 9781292092737

or similar editions:

Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2019). *Marketing management*. Pearson UK. 9781292248448

KOTLER, Philip; KELLER, Kevin. *Marketing management 14th edition*. Prentice Hall, 2011. 9780132102926

## **Logistics**

HARRISON, A. – HOEK, R I V. – SKIPWORTH, H. *Logistics management and strategy : competing through the supply chain* Harlow Pearson 2014 978-1-292-00415-0

RODRIGUE, J. *The geography of transport systems* London Routledge, Taylor & Francis Group 2020 978-0-367-36463-2

## **Strategy**

MEYER, R. -- WIT, B D. *Strategy synthesis : managing strategy paradoxes to create competitive advantage*, Andover Cengage Learning 2014 978-1-4080-8268-3

Whittington, Richard, *Exploring Strategy*, Pearson education, 2019, 1292282452

## Decision making

HAMMOND, John S., RAIFFA, Howard a KEENEY, Ralph L. Smart choices: a practical guide to making better decisions. Boston: Harvard Business School, ©1999. x, 244 p. ISBN 0-87584-857-5

KEPNER, Charles Higgins a TREGOE, Benjamin B. The new rational manager. Updated ed. for a new world. Princeton: Princeton Research Press, 2006. xi, 242 s. ISBN 0-9715627-1-7.

## Finance

**Richard A. Brealey, Stewart C. Myers, Franklin Allen - Principles of Corporate Finance, 10th Edition;**  
ISBN-13: 978-0077404895, ISBN-10: 0077404890

<i>Compulsory Chapters from Brealey, Myers, Allen „Principles of Corporate Finance“ 10<sup>th</sup> Edition</i>	<i>Compulsory Chapters from Brealey, Myers, Allen „Principles of Corporate Finance“ 13<sup>th</sup> Edition</i>
1 Goals and Governance of the Firm 28. Financial Analysis 29. Financial Planning 30. WC Management	1 Introduction to Corporate Finance 28. Financial Analysis 29. Financial Planning 30. WC Management
7. Introduction to Risk and Return 8. Portfolio Theory, CAPM and Some Alternative Theories 9 Risk and the Cost of Capital  13. Efficient Markets and Behavioural Finance 14. Overview of Corporate Financing 15. How Corporations Issue Securities? 16. Payout Policy, 17 Does Debt Policy matter?  24. The many Different Kinds of Debt, 25. Leasing,	7. Introduction to Risk and Return 8. Portfolio Theory, CAPM and Some Alternative Theories 9 Risk and the Cost of Capital,  13. Efficient Markets and Behavioural Finance 14. Overview of Corporate Financing 15. How Corporations Issue Securities? 16. Payout Policy, 17 Does Debt Policy matter?  24. The many Different Kinds of Debt, 25. Leasing
2 How to calculate PV? 3. Value of Bonds 4. Value of Common Stocks 5. NPV and other investment Criteria 6. Making Investment Decisions with the NPV and alternatives 19. Financing and Valuation	2 How to calculate PV? 3. Valuing Bonds 4. The Value of Common Stocks 5. NPV and Other investment Criteria 6. Making Investment Decisions with the NPV Rule 19. Financing and Valuation
23.Credit risk and the Value of Corporate Bonds, 26 Managing Risk	23.Credit risk and the Value of Corporate Bonds, 26 Managing Risk

## Innovation and entrepreneurship

### Mandatory literature:

BESSANT, J R. -- TIDD, J. Innovation and entrepreneurship. Chichester, John Wiley & Sons, 2011, 978-0-470-71144-6

DRUCKER, P. F. Innovation and entrepreneurship: practice and principles. London Routledge, 2015, 978-1-138-01919-5

DAVILA, T. -- EPSTEIN, M J. -- SHELTON, R. Making innovation work: how to manage it, measure it, profit from it. Upper Saddle River, Wharton School Publishing, 2006, 0-13-149786-3

### **Optional literature:**

BESSANT, J R. -- TIDD, J. Managing innovation: integrating technological, market and organizational change. Chichester, John Wiley & Sons, 2013, 978-1-118-36063-7

CLARK, T. -- OSTERWALDER, A. -- PIGNEUR, Y. Business model generation: a handbook for visionaries, game changers, and challengers. Hoboken, John Wiley & Sons, 2010, 978-0-470-87641-1

CSIK, M. -- FRANKENBERGER, K. GASSMANN, O. The business model navigator: 55 models that will revolutionise your business. Harlow, Pearson, 2014. 978-1-292-06581-6

DAILY, J.E. -- KIEF, F. S. WILMARTH, A. E. (ed.) (2016). Perspectives on Financing Innovation. 1st edition, Routledge, 9781138685109

ROGERS, E. M. Diffusion of innovations. New York, Free Press, 2003, 0-7432-2209-1

DOZ, Y. -- KOSONEN, M. Fast strategy: how strategic agility will help you stay ahead of the game. Harlow, Pearson Longman, 2008, 978-0-273-71244-2

CHESBROUGH, H. W. Open innovation: the new imperative for creating and profiting from technology. Boston, Harvard Business School Press, 2006, 1-4221-0283-1

### **Management**

Gary Hamel (with Bill Breen), The Future of Management, Boston: Harvard Business School Press, 2007.

Julian Birkinshaw: Reinventing Management. Jossey-Bass. 2012

Laloux, F. (2014). Reinventing organizations: A guide to creating organizations inspired by the next stage in human consciousness. Nelson Parke

### **Leadership**

Compulsory literature:

1. NORTHOUSE, P. G. (2019): Leadership. Theory & Practice. 8th Edition. Sage Publications. ISBN 978-1-544-33194-2 2. YUKL, G. (2013): Leadership in Organizations, 8th Edition. Pearson Education. ISBN 2978-0-1327-7186-3

Recommended literature:

1. DUBRIN, AJ. (2013): Principles of leadership. Mason South-Western/Cengage Learning. ISBN 978-1-133-43529-7
2. ACHUA, C F., LUSSIER, R N. (2010): Effective leadership. Mason. South-Western/Cengage Learning. ISBN 978-0-324-78536-4
3. KOUZES, J. M., POSNER, B. Z. (2016): Learning Leadership. The Five Fundamentals of Becoming an Exemplary Leader. Wiley. ISBN 978-1-119-14428-1
4. WHETTEN, D.A., CAMERON, K.S. (2011): Developing Management Skills, 8th Edition. Prentice Hall.

**Human resource management**

RQ	ARMSTRONG, M. -- TAYLOR, S.	Armstrong's handbook of human resource management practice	London	Kogan Page	2017	978-0-7494-7411-9
RE	ULRICH, D.	HR from the outside in : six competencies for the future of human resources	New York	McGraw-Hill	2012	978-0-07-180266-6