



Topic I: Innovation Systems: Project Management, Strategic Management, Innovation Management and Innovation Project, Decision Analysis

1. Basic structure of Strategic Management and description of its individual phases, evaluation of outputs, and interconnection of partial stages.
2. Strategic analysis of the company's external environment. Characteristics of external environment factors. Methods and procedures for external environment analysis.
3. Strategic analysis of the company's internal environment. Characteristics of internal resources of an organization. Methods and procedures for internal environment analysis.
4. Typology of strategies in the company. Creation of strategic alternatives, their comparison, and evaluation.
5. Strategic control processes and tools for their implementation.
6. BSC as a strategy implementation tool, structure, and steps in strategy implementation using BSC.
7. Management of human capital, selection, training, adaptation, evaluation, and motivation of project team members.
8. Evaluation of managerial decision-making variants.
9. The concept of business risk, its classification, measurement, analysis, and evaluation.
10. Risk Management, risk treatment methods in business and investment activities.
11. Methods and tools for determining the impacts of risk variants.
12. Managerial decision-making under certainty, risk, and uncertainty.
13. Innovation strategies, their assessment, and the essence of Innovation Management.
14. Product and service innovation cycle.
15. Innovation models. Open and closed innovations. Innovation frequency.
16. Strategy and policies of the EU and the Czech Republic in innovation.
17. The main approaches, specifics, and tools of Project Management.

Topic II: Innovation Economics: Financial Management, Marketing Innovations, Controlling

1. Basics of Financial Management: the role and function of Financial Management in a company, financial goals, and ways of achieving them. The impact of Financial Management on the value of the enterprise.
2. Financial resources and their choice: characteristics and management of short-term and long-term business financing resources, specific ways of business financing.
3. Criteria for choosing the capital mix - Cost of capital: weighted cost of capital, Capital Asset Pricing Model (CAPM), Interest shield. The financial leverage effect. Balance rules.
4. Evaluation of investments: key aspects of investment decision-making, phases, methods of investment evaluation, their parameters, investment risks, and possible calculations.
5. Management of short-term financing: Working capital, Non-financial working capital, Cash Conversion Cycle (CCC), the optimum level of working capital, reasons for its retention, and influence on further company development.
6. Controlling as a logical and natural development stage in managing advanced enterprises. Reasons for the emergence of Controlling. Controlling approaches and their historical development. The convergence controlling concept: Aspects, connections, and implications for innovation management.
7. The role of planning and evaluation in the enterprise. Structure of the planning system and basic features of individual types of plans. Essentially - financial integration into the system of plans. Link to technical records. Three - the Balance sheet and the role of Financial and Cost Controlling.
8. Controlling management of costs in a company and its main principles, procedures, and methods. The main areas of Cost Management, their tasks, and their key links.
9. Main management tools for Cost Management. Cost Analysis. Costs as a consequence of individual managerial decisions. Target Costing: importance in Innovation Management.
10. Calculation of product costs. Purpose, determining factors. Absorption and variable costing. Their comparison and criticism. Construction of revenue-cost structures (calculation formulas) for costing.
11. The performance of the economy at the aggregate level (GDP, GDP, national income, disposable income, National Early Warning – NEW).
12. Market research and marketing information.
13. Entrepreneur's approaches to the market, Strategic Marketing.
14. Tactical Marketing, tools, variants, and industry specifics.
15. The concept of product marketing, lifecycle, and brand building.
16. Price from a marketing point of view, pricing strategies, pricing methods, goals, and factors in pricing.
17. Distribution, distribution strategy, distribution channels, place of sale.
18. Marketing communication, process, strategy, and goals of communication, communication mix, and its optimization.

Topic III: Instruments of Innovation Management

1. Project planning, logical framework, project charter.
2. Methods of the complex project assessment (Cost-Benefit Analysis, Earned Value Management).
3. Project time planning.
4. The role of the project manager, the project team, and the key approaches to Project Management.
5. A comparison of Traditional and Agile Project Management – differences, similarities, reasons for creation, basic procedures, and benefits.
6. Waste elimination and Lean principles (Lean production, Lean logistics, and Lean administration).
7. Production management methods – MRP, MRP II, Kanban, TOC.
8. Statistical Quality Control, Transfer Function.
9. Problems with waste elimination and Just-in-time delivery.
10. Project, portfolio, and program management standards (PMBOK, PRINCE2, IPMA).