

# 5<sup>th</sup> IRI Economics Conference

PROGRAM  
ABSTRACTS

International Research Institute s.r.o.  
Komárno, Slovakia

2018

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**International Research Institute s.r.o.**

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# 5<sup>th</sup> IRI Economics Conference

Štúrovo, Slovakia, 22-23 January 2018

## Program 22 January 2018

Registration continuously in Room "Ister"

Session No. 1. 12.20-13.20 Room "Granum"  
Food and Agriculture  
Chair: Gábor GYARMATI

Anikó KELEMEN-ERDŐS: The Application of Selection Policy Procedures: The Listing Decisions of Food Retailers
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Ákos SZERLETICS: The Future of the Common Agricultural Policy after 2020
--

Gábor GYARMATI: A Typical Organic Consumer by a Survey
--

Session No. 2. 12.20-14.20 Room "Ister"  
Research  
Chair: Jolán VELENCEI

Zsófia JÁMBOR: Cooperation and Competition at the Same Time: A Literature Review of Coopetition
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Zsuzsanna BERETZKY: Are Young Adults Leading a Risky Lifestyle? Health Risk of Hungarian Students
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Zsuzsanna BERETZKY, Zsófia JÁMBOR: Are Young Z Generation Members Really in Danger? Nutrition Habits of Hungarian Students
--

Gábor KERTÉSZ: College Students about Temperance
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Adrienn MUNKÁCSI, Annamária KAZAI-ÓNODI: Challenges and Methods of the 21 <sup>st</sup> Century in Logistics Education
--

Jolán VELENCEI, Regina-Zsuzsánna REICHER: Knowledge Visualization: A new Approach to Business Development Master Course
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Session No. 3. 13.40-15.20 Room "Granum"  
Theory and Practice  
Chair: Ferenc NÁDASDI

Ferenc NÁDASDI, Kornélia ZARÁNDNÉ-VÁMOSI, Andrea KESZI-SZEREMLEI: Develop efficiency of the Public Sector using Value Methodology
Judit NAGY: Industry 4.0: How to assess the readiness of firms
Marcell László TÓTH: Smart Győr: Good steps to become a smart city
Eszter SZEMERÉDI: Innovative initiatives in Hungarian territorial development: The role of complementary currencies
Zsolt HARANGOZO: Advantages of Flexible Manufacturing Systems

Session No. 4. 14.40-16.00 Room "Ister"  
Career  
Chair: Regina-Zsuzsánna REICHER

Alexandru Robert MIHAILA, Catalin Ionut SILVESTRU, Ramona Camelia SILVESTRU, Marian Ernut LUPESCU: Trends and challenges in human resource development and their integration on the labor market
Beatrix FARAGÓ, Piroska BÉKI, Márta KONCZOS-SZOMBATHELYI: Correlation between athletic and workplace career in the competency matrix
László BERÉNYI: Connection between labour mobility potential and living environment among business students
Kata KEVEHAZI: "She is powerful, but normal": The contradictory but promising picture of female entrepreneurship and the activity of the Hungarian business angels from a gender-perspective

Session No. 5. 15.40-17.40 Room "Granum"  
Services

Chair: László BERÉNYI

Vivien JAKKEL: The effects of introducing the Electronic Public Road Trade Control System
Anett K. LESKÓ: Innovative Cluster Management for Effective Cooperation
Ágnes SIKLÓSI, Krisztina SISA, Boglárka SZIJÁRTÓ: Features of Cost Accounting in Hungarian Public Higher Education Institutions
Ágnes SIKLÓSI, Andrea MADARASINÉ-SZIRMAI, Martina-Zsófia TÖRÖK: Audit situation and measuring quality of audit
Dóra Diána HORVÁTH: Effectiveness of CSR projects of financial sector companies
Judit KÁRPÁTI-DARÓCZI, Tibor János KARLOVITZ: What does CSR mean for companies in the field of education?

Session No. 6. 16.20-17.20 Room "Ister"  
Sport

Chair: Miklós KOZMA

Krisztina ANDRÁS, Miklós KOZMA, Zoltán KYNSBURG: A renewed give and take? How companies can be involved in the sport development of mid-size cities
Piroska BÉKI: Water sports on the Hungarian sports tourism market
Zsolt HAVRAN: The Effect of Investing in Buying Players on Sport Companies' Sport and Financial Performance: An Exploratory Study

23 January 2018

Cultural Day

Meeting Point: Hotel Vadaš, 10.00



# Abstracts



## A renewed give and take? How companies can be involved in the sport development of mid-size cities

Krisztina ANDRÁS, Miklós KOZMA, Zoltán KYNSBURG

Sport Business Research Centre, Corvinus University of Budapest

Our research aims to assess how profit-oriented companies can be involved in sport the development in mid-size cities in Hungary.

Recent trends in urban development and active government intervention in professional and leisure sport provide a renewed context to how local sport development strategies can be integrated into the general urban development of cities and their close regions. There is growing pressure on municipalities to take reconsider their traditional relationship with local sport clubs and events. The potential role of profit-oriented companies is gradually expanding in scope and scale, in terms of how they can contribute to the municipality and the sport clubs achieving their inherent objectives. Systematic analysis of the opportunities in re-establishing companies' involvement in local sport development to be guided by principles has not been performed yet.

In our paper we summarise extant literature in the field of urban development, sport development and corporate social responsibility with a focus on mid-size cities in the Central-Eastern-European region. Our work is at the interface of science and society and the interface of science and business; hence an interdisciplinary approach is applied.

We applied a mixed method of data collection and analysis, based on the interpretive paradigm of qualitative research. Our fundamental methodology is case study research, with data collected from interviews with key stakeholders of local sport activities and secondary data analysis of data received from the interviewees and collected from independent sources. Our sample included 3 cities from the Hungary with populations of 10-100 thousand people, featuring significant activities in at least one popular sport at international level. Interviews were conducted with city officials, sport organisation leaders and members of management at companies involved in local sport activities.

The result of our research reveals that companies' involvement in sports at local level is rather a long-term engagement with consideration of contribution to society when considering return of investment. Meanwhile, a range of innovative solutions have been explored that support the effectiveness of the joint efforts from local governments, companies and citizens.

## Water sports on the Hungarian sports tourism market

Piroska BÉKI

University of Miskolc

Hungary has favorable opportunities in field of water sports where surface (ponds, rivers, streams) and groundwater provide. The most prominent water recreation activity is water-hiking, where you can use kayaks and canoes. Our water areas are great for trekking, excursions and recreations. Water tours are widely available in national parks. The most important rivers of Europe, "Europe's waterway", the Danube and the river Tisza, which is the most prominent river, also provide many opportunities for water sports enthusiasts.

Our artificial water is also well suited for various water sports from the simplest to the most extreme. The lovers of water sports, together with their designers, have a significant role to play in nature, its pollution and therefore its preservation. In the study,

I would like to present the varied world of recreational water sports and the extreme new opportunities in the water and underwater.

## Connection between labour mobility potential and living environment among business students

László BERÉNYI

University of Miskolc

Labor mobility and migration is a typical form of population movements over centuries. Migration is a key driving force of globalization. While achieving a better earning opportunity or a better living standard can lead to labor mobility, it is an oversimplification. Consequently, the pure economic interest influences personal decisions on choosing the place of work but it is not enough for explaining the overall process.

However, the motivations, the trends and the possibilities change in time that requires the renewal of treatment tools. Effective solutions shall consider the actual legal environment and the economic policy.

Recent literature in the field focuses on exploring psychological and social aspects of mobility and migration beyond push and pull factors. I agree with the importance of finding root cause both on social and on individual levels. Understanding the processes needs a diverse research activity so a comprehensive work with general results it is difficult to implement because of the variety of influencing factors. This study aims to awake awareness on analyzing an additional one, the living environment. However, the results in this paper are not representative, I point out that there is connection between the living environment and the intention to mobility and migration.

Environmental migration is a special field of migration research. The actual state of the environment or its changes including environmental disasters and starvation are usually presented as push factors of migration. Literature also mentions climate change which has an extensive literature on local level. It is to underline that expressly environmental migration does not exist, political and social factors play also an important role.

In my opinion, establishing a comprehensive analysis of environmental factors of mobility and potential to mobility requires a wider approach to environment. This paper can investigate the topic in a limited scope. The research sample focuses on Hungarian higher education business studies from the University of Miskolc. It must be considered that intentions do not necessarily lead to actual mobility. Nevertheless, analysis of the potential is inevitable both for understanding and for managing the processes.

This research is prepared as a supplementary pilot element to the MOVE project but out of its declared goals and liability. The MOVE project aims to explore the mobility patterns of the youth in Europe.

## Are Young Adults Leading a Risky Lifestyle? Health Risk of Hungarian Students

Zsuzsanna BERETZKY

Corvinus University of Budapest

Young adults can often become a vulnerable group to several health risks because of their usual lifestyle and daily habits. Several health problems and risk factors that affect the whole population can begin to appear during young adulthood.

The main goal of this study was to evaluate the health state of Hungarian university students and to determine the main behavioural factors affecting their health state. The study also aimed to analyse whether the Hungarian university students' perception of their health is determined by their gender, age, living conditions or eating habits. This research was based on the results of a cross-sectional questionnaire survey filled out by bachelor students of Corvinus University of Budapest, which included questions on lifestyle, eating habits and perceived health condition. The study also aimed to discover whether the university students' health state and habits are in line with the tendencies that can be observed in the general population in Hungary and all over Europe.

The leading death causes in Hungary are cancerous and cardiovascular diseases, with very high mortality rates associated to them. Meanwhile Hungary also ranks high among the OECD countries regarding behavioural risk factors to health, such as tobacco and alcohol consumption. This research also wished to observe if health risks like obesity, smoking or high alcohol consumption are typical in this specific group. Altogether 150 students filled out the survey (average age: 20.13 years, 52.74% of the students were female). Only a small percentage of the students reported that they had a chronic illness. Preliminary results show that regarding students' perception of their health, and health consciousness, most believed they were just as health and just as health conscious as their age group. The majority of the students in the sample reported that they would rate their current health state as 4 on a 0-5 scale.

## Are Young Z Generation Members Really in Danger? Nutrition Habits of Hungarian Students

Zsuzsanna BERETZKY, Zsófia JÁMBOR

Corvinus University of Budapest

As risk factor for several chronic diseases and a major health concern obesity is a current problem, which affects more and more young adults nowadays. Fighting against obesity, consuming large amounts of alcohol and caffeine, smoking, eating fast food versus eating fruits and vegetables, exercising, leading a healthy lifestyle. These are issues, actions with strong effect on our quality of life after years. The aim of the study is to investigate the eating habits and current health state of Hungarian students and to find the main explanatory variables. Our study uses data based on a questionnaire filled in by bachelor students of Corvinus University of Budapest (total 150 respondents). Based on the results the authors examine (conducting descriptive analysis) the nutrition habits of a special age group, namely young adults of "Z generation". We also aimed to discover the factors that might have a strong effect on the student's nutritional habits, general health and fitness level. We analysed whether different behaviours and lifestyle choices could result in overweight or obesity being more common in certain groups of students. Regarding the food consumption of the respondents we wanted to find out, what influences their habits and what patterns can be observed in their choices.

We also made an outlook to students' mindset about primary producers. Our goal was to examine whether Hungarian students are open for activities in short supply chains. Based on the results, authors can draw several conclusions. Most of the students in our sample were either underweight or healthy weight based on their BMI scores, and only a minority of the students were overweight or obese. The majority of the students reported that they believe they were not overweight at the moment and they have never been overweight before. Our preliminary results suggested that the students' BMI does not show notable differences based on living conditions, whether the students work or not or the grade students are currently enrolled in. Regarding their eating habits, most of the students reported that they only choose to eat fast food once or twice a week, consume fruits or vegetables at least once daily. Our results suggested that Hungarian students in our sample lead a healthier lifestyle and suffer for fewer weight problems than what can usually be observed in the general population.

## Correlation between athletic and workplace career in the competency matrix

Beatrix FARAGÓ

Széchenyi István University

Piroska BÉKI

University of Miskolc

Márta KONCZOS-SZOMBATHELYI

Széchenyi István University

Aim of our study is to present the competency elements that help the athlete in the labor market. Utilizing of the talent management strategy and skills of athletes who entering to the civil career can be successfully matched if the strengths that arise in athletes are visible.

Sample and Method: We analyze the survey of human resources competencies and athletic competences and their comparisons with secondary research, which provides a sound scientific basis for our later questionnaire and in-depth research, conducted between HR expert and athletes, from a competency point of view.

Result: Required competences for a given position are determined by the competence evaluation system in the competence matrix. A HR expert knows which competency profile required to the definite position. Competence matrix shows whether the candidate is fit for the position. The matrix allows an efficient comparison of the performance potential of each candidate to help the selection process.

Conclusion: Using a complex application of the revealed elements, we can explore that element of the company's strategy, what competencies are needed, and how the HR plan plays the role that they employ athletes. We can enhance the success of athletes in civilian life through the creation of a regional model for aligning local sports policies and corporate HR considerations. Research has an innovative direction to reveal the "soft" factors of corporate management and the synergy of social values of sport. One of the outstanding target groups of human resources - with its highly developed competencies in sports - is an athlete that promotes the development of athletics' dual career model, and thus enriches human capital at company and regional level.

## A Typical Organic Consumer by a Survey

Gábor GYARMATI

Óbuda University Keleti Faculty of Business and Management

Health is getting more and more emphasized and the pursuit of this is gaining ground in consumer societies, and therefore, healthy, chemicals-free foods are becoming increasingly popular in welfare markets. Organic production does not use chemicals and artificial fertilizers during cultivation. Organic products' markets are expanding continually year by year. Typically, the turnover of Europe and the US markets accounts for 90% of the world's total turnover. 4% of the turnover, while the size of the production area is approx. 5% of the world's total. In the survey conducted at the University of Óbuda, we look for answers to how students are aware of the properties of organic products and why they buy such products. Among the consumer motivations we find the pursuit of health, environmental protection and access to chemical-free food. A very important question is how to stabilize the markets for this product range and what needs to be done to increase production and turnover? The organic production and consumption of Hungary is stagnant. What factors have shaped this and what is it necessary to reach the flow of Western markets? I suppose that the health life, natural protection, and prices can affect the large of the consumption and we have to look at this factors to increase the volume of the organic products in consumption. We should develop the information level of potential consumers so that they can value the real values of organic products. This helps us into a better life and production method.

## Advantages of Flexible Manufacturing Systems

Zsolt HARANGOZO

University of Miskolc Faculty of Economics Institute of Management Science

The production paradigm of our days is the “mass production according to a claim”, that a challenge of two kinds sets up the production systems of the manufacturers of the application end products for it: In order to achieve low unit costs for the mass production of like getting stepped, while the output side according to each customers own needs “customized” finished products to serve.

The “tailor-made” products to be produced and delivered to customers, the smallest possible as quickly as possible – the approximate level of mass production – costs.

The constraint requires flexibility, improve utilization of resources, lead times, in-process inventories inventory level reduction and the general downward pressure on. To meet their specific needs, companies are increasingly seeking to seek, only to be manufactured or installed for finished products or plan to manufacture their existing customer orders.

A diverse customer needs quickly responding to these types of production often characterize the agile manufacturing system is called.

Industrial development and the intensification of competition in the market has resulted in the transformation of customer service strategies. The above-mentioned methods of production, the development of approaches also prompted changes in the customer service strategy.

Conflicting requirements for the manufacture of customer needs, production systems only extremely flexible operation (fast changeovers, real-time production scheduling, small batch sizes with and flexible manufacturing and material handling equipment and the associated adaptive management strategies), and the continuous re-design of production systems to resolve. After all, while the output side of each must serve customers “customized” end products for their own use, in order to achieve low unit costs for the mass production of like getting stepped up.

# The Effect of Investing in Buying Players on Sport Companies' Sport and Financial Performance: An Exploratory Study

Zsolt HAVRAN

Corvinus University of Budapest

The aim of the paper is to interpret and examine the importance of players' development in professional football. The paper defines professional sport, transfer market, superstar effect and main business operation of football. Professional football teams mostly prefer sport aims instead of financial aims. They invest huge part of their revenues to wages transfers of players, in order to improve their sport competitiveness. Reviewing international papers, this study seeks to answer the following question: how investments in human capital influence the sport and financial competitiveness of sport companies. In the examined major European championships (German, Italian, English and Spanish) positive correlation is justified between the wages, the individual performance, the team performance and the revenues of sport companies by many researchers. Increasing the amount invested to transfers and wages implies higher revenues, however it does not imply the increasing of profit due to the elevated personnel costs. According to the UEFA's studies European clubs are characterized by increasing debt. The greatest part of expenses consists of signing and paying players, which sheds light on the most important points of the business operation of international football. This has been proved in several international studies, the findings of which the paper is going to summarize in this exploratory study. Sport companies should define both their main strategy aims and their sport aims in accordance with their limited financial capacities. A conscious and well-planned management of human capital could lead to a long-term presence in leading championships and to the realization of both financial and sport aims of the club.

## Effectiveness of CSR projects of financial sector companies

Dóra Diána HORVÁTH

University of Miskolc

In my paper, I aimed to present the basis of developing a practical decision-making methodology that facilitates the selection and application of CSR initiatives for financial sector companies, which makes the social responsibility projects effective for different stakeholders. The study includes analyzing and comparing CSR activities across different industries and sectors based on different aspects (eg. reports, standards, forms of communication, tools, stakeholder judgment, statistics, trends). I pay particular attention to the presentation of the specific features of the financial sector, with particular regard to the effects of the financial crisis, ie the decreased trust of customers in financial companies, their greater need for transparency, etc.

To achieve this goal, I plan on a step-by-step basis how effective the project is, what aspects should be considered and where the pitfalls can be. I plan to do it with the consideration of how the different stakeholders (employees, customers, etc.) perceive the CSR initiative and how they value them.

I will compare different CSR projects applied by financial sector companies, and I will look for tendencies and contexts. I present the most frequently used CSR projects in a structured form (targeted promotions, affiliate marketing, corporate social marketing, corporate donation, community volunteer work, socially responsible business practices). Of course, the benefits, potential threats, and features of CSR initiatives depend mostly on the type of activity that is being introduced: they should be used in different situations and have different effects. In addition, I will present many other aspects (eg. how CSR is related to core values of a company, how applicable, etc.), from the point of view how consciously companies apply these central issues.

As a result, in the long run, I would like to create a practical decision-making method and, if possible, to test under certain circumstances to help financial sector companies select the most effective CSR project.

## The effects of introducing the Electronic Public Road Trade Control System

Vivien JAKKEL

University of Miskolc, Faculty of Economics, Institute of Finance and Accounting

Due to the introduction of IFRS, so the integration of international accounting standards and the compliance with the EU directives, the regulation of Hungarian accountings undergoes continual changes and legislative amendment. Not least legislators strive for introducing new laws. Thanks to the amendments and the new laws' entry into force-parallel with the changes in accountings-the national tax jurisdictions are currently being revised. Consequently, and as a result of the significant increase in competitiveness, after the amendments of Tax Act-1 January 2015-the Electronic Public Road Trade Control System was introduced. The goal of the system is to reduce Value Added Tax fraud and whitening the economy. In the examined years the system had positive effects, so it meant advantage to the governmental revenues as one of the determinative increment-causing increase in revenues-is the VAT. the system's disadvantage is the administrative work which causes excess costs and time and it is confirmed by-due to the investigation-the calls made in the TTCA system and the issued certificates. Transportation, as a service appears as a complex, compound operation in economic life. The EKAER provides great help for the National Tax and Customs Administration (NTCA) in ex post verifications. With the help of the system, it is easy to state in a short period of time whether the taxpayer fulfils his tax liabilities or not. Moreover, the EKAER provides opportunity for the tax authority to use further information or to compare existing data.

## Cooperation and Competition at the Same Time: A Literature Review of Coopetition

Zsófia JÁMBOR

Corvinus University of Budapest

Coopetition is getting more and more important in academic literature since last decade of 20th century. The term "coopetition" means the coexistence of two basically opposite phenomena: competition and cooperation between partners. Coopetition is already a well-known concept for management society (several examples can be found in practice) and it has different approaches (strategic, marketing, operational, supply chain, game theory etc.). Before conducting a comprehensive systematic literature review, it is key important to know the descriptive characteristics of the topic (the authors, their origin, the trends in time, most popular issues raised, different methodologies used etc.). Therefore, the goal of this study is to examine the past 16 years of the academic literature in terms of this field, the author of this study has conducted a descriptive literature review. Based on the methodology used by the author, five well-recognized European journals have been selected, 65 articles have been categorized and examined to see the main characteristics and the potential research trends of the topic. Beside several interesting conclusions of the research (related to the methodologies used, the different sectors examined, or the main topics discussed), three important remarks can be listed. First is that coopetition landed in a more distinguished position on academic level during the past time period, it became into centre of interest of researchers. The second main remark is that authors of the selected European journals are in majority not from Europe. The third remark of the study is that during the past 16 years the cooperation between the authors has sensibly increased.

## What does CSR mean for companies in the field of education?

Judit KÁRPÁTI-DARÓCZI, Tibor János KARLOVITZ

Óbuda University Keleti Faculty of Business and Management

This presentation examines, how appears *Corporate Social Responsibility* (CSR) in the role of companies in education. What are those education-related actions, what companies present, like CSR activities? We have set up an idea, how we think about tasks related to education and skills development in the company processes, and how they relate to the issue of social responsibility. We think that the educational activity of companies is divided around four major activities:

1. Internal trainings, further training, skills development. We think, this is not CSR: the company develops own employees itself.
2. The company contributes to its employees or groups of employees in terms of training and retraining that are shown to be profitable for the company. We think this is not a CSR, as well, because the company purchases educational services from outside, what they can not produce themselves.
3. The company contributes to training that meets the employee's individual interest, but the company does not benefit from the benefits. We think, may be this is an example for "real" social responsibility.
4. The company supports educational organizations or events via cooperation- or grant agreement. The companies often say, that this is their social responsibility. We think, that it is not, because they regularly advertise themselves on these events. We believe, that the companies are buying advertising space only.

Example. It is founded on an oil industry enterprise website. Can be founded the CSR roles on the social engagement page. First, it presents the support of cultural events, groups and ensembles. Their common feature is that they are all popular, their shows and concerts are visited by many people. All ensembles are well-known in their country. Most of their subsidy contracts are in the field of sports. The next group is part of the environment and health (partly social sensitivity) thematic.

Finally, the last line is for education. The first of these is prize, which was founded by the oil company: it is recommended for secondary school student. This is an environmental program. The other "education" program is about for everyone, and it is connected to road safety. The third is the system of dual training co-operation agreements. It is strange, because it is required by law, and on the other hand it is intended to train employees directly for the oil company. We think, contrary to oil company, that this is not a CSR activity.

## The Application of Selection Policy Procedures: The Listing Decisions of Food Retailers

Anikó KELEMEN-ERDŐS

Óbuda University Keleti Faculty of Business and Management

Retail selection policy defines the profile, the potential market, and the customer segments of companies by designating the breadth and depth of product assortments. Unique, often latent market needs-based selection can be a competitive advantage factor. In addition to specific demand, the market for and supply of food changes rapidly, thus selection renewal and rotation are notably rapid. As a result, the decision-making process of selection may challenge the retailer, and due to its consequences, other supply chain members as well. The role of retail selection policy can be ultimately reflected in the profitability of the company.

The purpose of the research described in this paper was to investigate retail listing decisions in the food retail market in Hungary. The research analyzes the theoretical approaches behind product listing decisions, and then examines some applied systems using empirical, qualitative expert in-depth interviews. Throughout the process of data collection, phenomenology was used to encourage interviewees' responses regarding market failures. In the analysis of interview transcripts, grounded theory methodology was applied. As a result, the reasons for listing decisions are explored and conceptualized, which contribute to defining selection strategy.

There are significant differences in the information support systems of food retailers, which determines the former's opportunities for managing selections. New product adoption is related to risk reduction and higher margins, so cheaper products are often favored. In spite of these choices, the 'voice of the customer', competitors' and producers' offerings and successful product developments can lead to assortment innovation and development. Turnover data appear to play an obvious role in delisting, but not in the improved customer-basket-related, loyalty-card-based systems that are applied by retailers. In addition to consumer tastes, the influence of the producer is evident in terms of product quality, packaging and size, and also in a lack of retailer marketing communication and product placement activity. Product deselection sometimes occurs on a regional basis, thus popular products are in certain cases delisted in stores in which they are in demand.

### Acknowledgement

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## College Students about Temperance

Gábor KERTÉSZ

International Business School

In the previous semester I held a Business Ethics course in Budapest for an international group. We talked about the virtues on the base of the Christian catholic categories of moral virtues.

Although the opinion of students do not form a real picture of any examined questions from their society of origin, as the size of the group is too small on the base of the scientific statistic rules, and this way the results are not scientifically exact, but make us think the question further.

There were 35 students at the course, all of them with economic knowledge and BA degree. They came from countries of the Middle- and Far-East and from Latin America.

On one of the lessons one of the topics was the virtue of temperance. The students made a good presentation on the base of the professional literature about what we mean under temperance and they even mentioned that it is regarded as a virtue and something to be followed not only in the Christian religion, but in all other big religions, too. After the detailed description I asked not only the students responsible for the topic, but the whole group, if this virtue has a value in our days – how useful it is?

In the previous lessons about other ethical topics there were strong debates between the students at this point about the same question. This time the students agreed that temperance is nowadays an unnecessary thing. They listed several related arguments. At the end they accepted two of them as the best reasons for their opinion. These are the following:

- 1) Everything can be bought on the market. Nothing – in some cases not even my own wallet – can limit the fulfillment of my needs.
- 2) Why should I control my needs that can be fulfilled without any problems, because of a saving principle for its own sake and I do not have any advantages of it? This principle was logical and needed earlier but in our days it is outworn thank to the economical-technological developments.

In the countries of origin of the students the high supply on the market is not common, but they agreed that in case the wished goods can not be bought in traditional stores, with the help of connection capital they can find the channel where they can buy them.

At this point the discussion (debate?) went to its own direction, where we talked about saving, temperance, replaceability, availability, and the last question occurred as follows: do enough goods exist on the Earth for a satisfying living of all mankind?

## “She is powerful, but normal”: The contradictory but promising picture of female entrepreneurship and the activity of the Hungarian business angels from a gender-perspective

Kata KEVEHAZI

JOL-LET Foundation

Behind the global problems are the power aspirations that lead to irresponsible use of resources. Value choices that are conducive to sustainable development. Women's different life situations and priorities are also manifested in power structures. Therefore, greater participation of women in decision-making is decisive for alleviating the growing social inequalities, preserving the environment, eliminating war conflicts and their consequences. The main obstacle to women's empowerment is that their weight on the economy and their economic independence are limited. Their influence can be enhanced by strengthening their demand for autonomy and social engagement. The most effective way to do this is to put women's own businesses into growth. Modern IT and communication technologies overcome the mobility constraints stemming from the reconciliation of family and work, so women's businesses that build on them can be set to grow. For this, angel investment can be an excellent aid, which is the most dynamically developing model of early-stage development in the past decade.

At the same time, in societies where maintaining social stereotypes affecting women strengthens traditional gender roles, gender inequality increases. It is therefore of the utmost importance to create an angel investor circle familiar with the characteristics of women's entrepreneurial activities. The purpose of my article - as part of my comprehensive research - to present the relationship between women's businesses and angel investors in today's Hungary.

# Innovative Cluster Management for Effective Cooperation

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In our globalised world, where SMEs increasingly participate in international market competition, clusters have a decisive role in supporting the competitiveness of companies. Clusters have been in the focus of attention over the last decade, as the competitive advantage of companies is not only their own resources and competences, but also their geographically close business environment. Nowadays, examining both national and international literature, it can be stated that the discussion among practitioners is not about whether a cluster initiative is useful or not, but how they have to be operated.

In relation to cooperation, the author considers it a problem, I perceive that mostly benefits are recognized, but it is not discussed what the parties have to do to achieve the goals, or what benefits they have to sacrifice. In my opinion, in order that clusters be able to exploit the possibilities of cooperation and run successful in a long term, they must have individual and organizational competences. Cohesion between clusters means that both individual and organizational goals are met. How can it be achieved? Skills and abilities play a key role in cooperation on the cluster level. If partners do not have the competences necessary for cooperation, then no matter how beneficial the cooperation may be, it will not be efficient as it will only be capable of limited operation.

In my opinion, a paradigm shift is needed in terms of the functioning of clusters, a competence-based management could be efficient. The study examines cluster management relevant strategy issues and brings it in line with the paradigm shift. The paper focuses on pilot research results obtained through the concept of the innovative model of cluster management and its testing in practice. Based on my own results, I demonstrate the individual and organizational key competences that facilitate cluster performance.

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## Trends and challenges in human resource development and their integration on the labor market

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Taking into account the fluctuation in skills requirements demanded by the labor market at European level and the fact that Europe's education and training systems are diverse in structure, tradition and output, the member states, social partners and other stakeholders felt the need to have a common reference to increase understanding, transparency and comparability of qualifications.

Having transparent information on qualifications across Europe is essential to support recruitment, career management, lifelong learning strategies, etc. This requires stakeholders (awarding bodies, member states authorities, employment services, education/training institutes, etc.) to cooperate with each other, to share information and to develop a common understanding of information relating to qualifications, occupational experiences and skills acquired.

In this paper, the authors propose to analyze both the recent trends in the integration of human resources into the labor market in Europe and to identify and explore the potential challenges in terms of integrating human resources into the labor market in Europe from the perspective of those involved.

The analysis will be conducted based on the information from recently adopted European recommendations (e.g. The European Qualification Framework for lifelong learning, proposed changes in the Euro pass recommendation) and key European project such as European Skills, Competences, Qualifications and Occupations (ESCO).

Answering the needs for integrated approaches regarding the qualifications and the labor market turns out to be visible at the European level, yet challenges are to be addressed in each member state with taking into account specific national context.]

## Challenges and Methods of the 21<sup>st</sup> Century in Logistics Education

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In the 21<sup>st</sup> century teachers must meet a number of criteria and challenges. Expectations and challenges come both from the customers of education services (i.e. students and the potential employers) as well as from the regulatory bodies of the service provider side (school management, governmental organizations). Teachers must satisfy these expectations in a constantly and rapidly changing economic, social and informational environment.

In this complex and heavily interconnected / interdependent world education should focus on developing capabilities (sometimes called soft skills) like critical thinking, communication and handling complex social situations. In addition to these general skills, potential logistics experts also should be able to think in systems, be accurate, flexible, cooperate with other functions, etc.

In schools usually the "digital immigrants" (teachers) cooperate with the "digital natives" ("Y" and "Z" generations as students) to develop the desired skills and competences. The spread of Internet and e-learning platforms can facilitate this development process through the selection and combination of the adequate educational methods.

In my research, I ask "Y" and "Z" generation students studying any fields of logistics about traditional educational methodologies, and their perception about cooperative learning. I also compare students' knowledge about the employers' competence-based requirements to their opinion about having these particular competences.

The result will enable us to learn the experience and opinion of the students of both the traditional and the cooperative educational methods. Then I will review the new sub-fields of network-communication forms recently induced by the digitalization and how these forms are used in practice when it comes to learning.

My research will compare the usefulness of different methods as perceived by students to how they are rated in the literature.

## Develop efficiency of the Public Sector using Value Methodology

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The Hungarian economy has gone through a significant period in the last two decades. Due to the weakness of market competitiveness caused by governmental control, it was impossible to avoid turning to market economy. This process ran parallel with strengthening of globalization, thus the Hungarian economy should have counted with it to fulfil the whole process. Due to globalization, the role of the government is changing, which requires further changes not only in the Hungarian economy but also in other countries of the world economy as well. These changes are indicated in the following cases. (without complete claims): taxation, giving out money, central bank independence, solution of deficit financing questions of international treaties, expectations of the European Union, characteristic features of cooperations, etc. The political change materialized quickly and smoothly, but the economic change will completely form during a long process. Surely the process can be accelerated, that is why all the former and new methods should be used to facilitate the increase of company and enterprise competitiveness in accordance with improving management efficiency. Widespread application of Value Management (referring to a field of up-to-date specific controlling) in the nation economy seems to be an option, not only in the field of enterprises but also in the case of fulfilling state tasks. We can state, that the conditions are available, the only question is, how the country can use this possibility. Value Methodology provides the possibility to define what functions are provided by the government during the planning process of governmental tasks, and on the other hand, it also facilitates to demonstrate what cost level each function level may reach. Thus, it can be facilitated that the improper operation can be sorted out only in the classic way of controlling, and on the other hand, launching a new system coming together with high cost can be eliminated beforehand. Applying Value Methodology as a specific controlling method seems to be applied perfectly in governmental presence as well.

## Industry 4.0: How to assess the readiness of firms

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Industry 4.0 is a buzzword nowadays. The expression was first used in German High Tech Strategy 2020, and refers to the possibilities of digitalisation, robotization, automation and network operation. Computers, robots and internet were available in previous decades, too, but the even cheaper prices, and the spread of tools that can connect into the network as well as the volume of data generated by them opens up a new era. The competition between firms is even more depends on their capability of collecting, structuring analysing data and making the right decisions.

In this paper, I collect the typical technologies and tools that are associated with the fourth industrial revolution. I also review what steps firm should make to move towards adapting these Industry 4.0 technologies in order to be able to exploit the advantages of digitalization.

The Industry 4.0 technologies are spreading. There are industries in which this spread is quicker (automotive, electronic) while in others, slower (FMCG), however, development cannot be evaded. I will introduce several models that can help defining the Industry 4.0 development level of different firms. The models help evaluating – among others – the companies' digital IQ, the technological preparedness, the data analytics skill as well as how these are applied within the company or even involving suppliers and customers. That can help companies to evaluate their own situation as well as to see the steps ahead.

The last part of the study is based on interviews with Hungary-based manufacturing companies, which already have some experience on Industry 4.0 and I test the introduced classifications on them.

## Audit situation and measuring quality of audit

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The climate around auditing has changed considerably in recent years in Hungary partly due to scandalous audit firms and financially collapsing companies, thus confidence has shaken concerning auditing. However, the general perception of auditors as we suppose might move in the direction of changes, as besides the shaken trust, the importance of auditing seems to be intensifying. The audit profession plays a very important role in curbing the black market, reduce tax avoidance, in addition to ensuring the supply of essential therefore to ensure audit quality as well. An audit quality control must always be based on risk, investors must be proportionate to the risk and the size of orders. Considered to be a risk factor for low commission fee, which might carry deterioration in the quality of the audit, but not a sufficient depth of knowledge of international financial reporting standards and other international accounting standards also means a serious threat. Our study - beyond the domestic audit position report - summarizing the results of international research which related to the rotation of audit, as well as show the way of the fundamental objective of our research: to measure the quality of the audit and setting up our own model.

In our research we are basically looking for the extent to which the rotation in auditing affects the success of the business and the quality of the audit. An essential requirement of this is the interpretation and definition of the quality of the audit quality concept and the development of a related measurement and rating system. In this paper we present our audit quality interpretation and measurement model based on our results. The AUQUAL-6P model examines the audit quality in five themes and three dimensions, enabling the full measurement of quality. The five themes allow you to interpret six types of service quality gap. Using this model can identify areas for improvement in auditing, helping to provide more effective and more effective auditing and, consequently, higher customer satisfaction.

## Features of Cost Accounting in Hungarian Public Higher Education Institutions

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The aim of the present study is to introduce the legal environment regulating the information system of accounting in the public sector in Hungary, and its developments of the past few years. We are focusing on the field of cost-accounting of the public higher education sector, specifically its legal regulation, with a special emphasis on most recent developments of the adaption of cost-accounting methods, and the essentiality thereof within the sector.

It can be established that most empiric researches focus on materialized products in the classic sense and the businesses of their production, while the cost accounting of services has been outside the scope of common research. These premises are even more justifiable in the case of research projects focusing on the participants of the public sector.

The efficiency and competitiveness of the Hungarian economy, and public satisfaction in general is being determined by the capacity, performance quality, efficiency and efficacy of the institutions of the public sector. The efficiency and efficacy of public services can be therefore best assessed in terms of cost accounting.

Our aim is to demonstrate the daily practice of cost accounting in public higher education institutions, and drawing a general summary of sustainability in compliance with strategic objectives of the National Higher Education Strategy, and to present recommendations for the prospective development thereof.

## Innovative initiatives in Hungarian territorial development: The role of complementary currencies

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There is a growing number of publications emphasizing, that decision-makers should give more room for bottom-up thinking and approaches, that local actors have to be given awareness and capacities to play an active role in the development course of their own area. In the last 30 years development projects were mainly based on top-down approaches and could not fully address the potentials of the territories they concentrated on. To fill the gaps left by top-down approaches bottom-up initiatives have been growing in numbers.

There has been a paradigm shift and development is no longer considered as only exogenous, but now depends on the local communities' ability to exploit its own resources.

A community-based, bottom-up tool, which has the potential to give local communities more control over the development of their own area is complementary currency. In Hungary in the last 7 years there has been resurgence in their use.

This paper examines the Hungarian complementary currency schemes from a territorial development perspective and attempts to build a typology based on their role in territorial development. Complementary currencies take many forms, and are designed to increase exchange activity at the local level, thereby keep money circulating locally and increase the local economic multiplier. These schemes also aim to promote local employment, mutual self-help and cooperation. Based on their goals, their geographical scope and on how they support local development one can attempt to build a classification system of these schemes.

# The Future of the Common Agricultural Policy after 2020

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The Common Agricultural Policy (CAP) is one of the most important policy instruments utilized by the European Union. In spite of recent reductions, its budget still accounts for 39% of the total EU expenditure. The CAP – through its elaborate system of subsidies and market regulation tools – continues to help reaching key economic, social and environmental policy goals in the rural areas of Europe.

Through its long history, the CAP has been subject to systematic, major modifications and reforms. The next reform of the CAP is due to take effect from 2021, after the current program period 2014-2020 of this ever-evolving policy expires. The initial phases of this reform process, however, have already been started.

This paper aims to take a close look on the next reform process of the Common Agricultural Policy. A timeline is created, presenting and discussing the main events that have an important role in shaping the future of CAP:

- the public consultation of the European Commission that took place from February to May 2017;
- the conference in July 2017 that presented the results of this consultation;
- the communication of the Commission due in November 2017, which outlines the main policy design, goals and instruments of the future CAP;
- impact assessment study on the proposed changes in the first quarter of 2018;
- the possible scenarios for the legislative proposals coming up in the summer of 2018.

Also, the main policy issues related to the upcoming reform are analysed, including the following:

- the sustainability and financing possibilities of CAP direct payments after 2020;
- convergence of support payment levels between different Member States;
- the allocation and redistribution of payments between farms of different sizes, capping;
- expanding the toolkit of the CAP for risk mitigation and management, including the possibility of utilizing mutual risk funds and private savings schemes;
- restructuring the environmental protection measures of the CAP;
- promotion of ecological farming and young farmers.

The study looks at different scenarios for the proposed reforms, along with their anticipated effects. Also, the common position of the Visegrád Group of countries - concerning the particulars of the CAP reform - is presented.

## Smart Győr: Good steps to become a smart city

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In the first part of the 21th century, modern technology has become the integral part of our everyday life. The most popular technologies are the electronic devices and of course the smart solutions (especially smartphones, smart watches, etc.).

According to the definition, smart city is an urban development and management way, which integrates information and communication technologies (ICT), various physical devices and energy efficiency solutions its own system to become a sustainable and liveable city.

Fortunately, not only the definition of this concept arrived in Hungary. There are several researches about this topic and there are good projects too. You can find the expression „smart city” more and more times in the local and national strategic documents. And most of all, some Hungarian cities decided, that they become the smartest Hungarian city until the end of the next decade.

Of course, in 2017 nobody has reached the goal yet, but there are some smart solutions from the larger Hungarian cities. Meanwhile you can find best practices from these cities, the comprehensive solutions are missing yet.

In my presentation called „Smart Győr – good steps to become a smart city”, I would like to speak about one of Hungary’s most innovative and most dynamically developing city: Győr. This city wants to become the smartest Hungarian city until 2030, and has been taking first steps to reach the goal. What smart solutions have already worked in Győr? What are the plans for the future? The answers will be in my presentation.

## Knowledge Visualization: A new Approach to Business Development Master Course

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The sequential presentation of new concepts contradicts human thinking. As Daniel Pink wrote in his book "A Whole New Mind" our brain is sleeping giant. When our student contextualizes the new concepts they often remember only a single picture. It helps them to recall the contents of a subject. The visualization of knowledge is more human than just written text. The expression "Use a picture. It's worth a thousand words" is well-known. The visualization of knowledge is supported by various graphic techniques, which can be used to represent the concepts of existing knowledge in the form of tree branches. This helps to capture the relationships between concepts, thoughts are related to branching associations. This study shows how the teacher can scaffold the learning process. The Jerome Bruner's idea of scaffolding is especially exciting as a metaphor, as it perfectly represents the decrease in students' choices, and the way in which they become able to focus on the knowledge they need. The main objective of the Business Development master course is to develop essential skills in the 21st century, such as idea formation, design thinking, transdisciplinary problem-solving, communication and teamwork. When students draw a concept map, they are thinking, reinterpreting and rethinking the taught new concepts and the relations between them. There is no one correct solution. The students' concept maps show how differently the same content is constructed in each "head" and highlight the students' knowledge levels. The learning process begins with problems and ends with problems, which means that it is an endless process. As Karl Popper said: "*We always find ourselves in a certain problem situation; and we choose a problem which we hope we may be able to solve*". The passionate students are able to see a simple but blurry picture. The purification of the whole picture is done by drawing the concept maps and the visualization of the knowledge elements.