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ABSTRACTS

Marketing 4.0: How Technologies Transform Marketing Organisation

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Abstract

In this paper, the author argues that technologies will transform marketing organisation and reshape marketplace but companies should acknowledge that their mere possession will not be enough to ensure sustainable market leadership position. The aim of the paper is to summarise the main challenges of digital disruption as well as to identify the opportunities for marketing to anticipate IT in order to capitalise on its benefits. Research questions driving this paper are: 1/ to identify change determinants and drivers for Bulgarian SMEs; 2/ to evaluate marketing management practices of Bulgarian SMEs and 3/ to identify the possibilities to apply Marketing 4.0 by fostering agility employment in marketing organisations. Following the literature review a conceptual model of agile marketing organisation is proposed. D³I²C framework integrates contemporary marketing practice and digital transformation. It can be used by academe and organisations as an outline to the transformation of marketing organisations.

Keywords: Marketing 4.0, marketing organisation, agility, digital transformation

Models in Safety Management

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Abstract

All human activities involve some risk. Hence safety, reliability and security are essential issues in modern engineering. Modern engineering systems should meet technical, safety and environmental protection requirements. For optimal decision making the technical management needs the insights of other sciences, sometimes they have to consider moral questions. Mathematical model is a mathematical equation or a system of equations, which describes the internal principles of the process occurring on the system from the point of view of the given investigation. The main aim of this scientific research is to investigate and develop mathematical tools and methods to help the decision making of safety, risk and maintenance management.

The presentation summarises mathematical models and tools for safety management that are researched by the Author and his followers.

Keywords: safety, reliability, risk, mathematical models

Clustering for Competitiveness

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Abstract

Competitiveness is the ability of a company or institution to deliver better value to customers than the competitors. Clusters are systems of interconnection between private and public sector entities (firms, institutions). It usually comprises a group of companies, suppliers, service providers, associated institutions like testing and quality standard institutions, education institutions, vocational training schools, trade companies/distributors/associations in a particular field, linked by externalities and complementarities. In our economy competitiveness depends on productivity. Productivity means how the firms compete on a particular fields. Companies can be highly productive in their industrial branch if they use sophisticated technology, production methods, and offer unique products and services. As Porter presented, clusters affect the competition by increasing competitiveness of companies acting in their area.

Keywords: competitiveness, cluster, global competitiveness index, European Cluster Panorama, emerging industries, CEE Cluster Network

Entrepreneurship as Career Option; does Culture Matter?

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Abstract

Entrepreneurial skills and competences are educated around the world. This paper tries to shed light on the effect of these education programs. From three economies on two continents, publications on the effect of entrepreneurship programs are analysed. From the emerging characteristics it is concluded that university students recognize entrepreneurship as a career option. However the underlying skills and competences differ and the causal increase of starting entrepreneurs, if any, remains undetected.

Keywords: Entrepreneurship Education, comparison study

Finance for Serbian SME – Development Hindrance

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Abstract

The financial support for SME in Serbia was and still is seen by entrepreneurs as a bottleneck for business start-up and further development. The global crisis fostered development hindrances more than expected. The national economy, SME included, suffered very much as all qualitative ratios deteriorated. The Government and the Central Bank introduced countercyclical measures, one of which was the raising of financial support for SME, but results were disappointing. As the result of a deteriorating business environment and strong development hindrances, Serbia has been facing a zero rate of growth over the past six years.

When it comes to the financial support for SME, the Central Bank has to change its attitude towards institutional liberalisation and development. Given the trend towards stronger financial discipline and a lack of financial resources, the change is even more important. Similarly, both at the national and the local level new institutions and approaches towards more considerable and more sophisticated financial support are crucially important.

The aim of the paper is threefold: firstly, to shed light on the problem of finances as one of the main bottlenecks in the development of Serbian SME; secondly, to analyse the problem of SME financing during the crisis, including the relationship between investments and the SME development trend, and, thirdly, to highlight the potential for improvement in the domain of financial support for SME.

Keywords: SME, finance, investments, support

Financial Decisions of Micro-Enterprises in Albania and Hungary

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Abstract

This paper examines the characteristics of Small and Medium Enterprises, specially the financial behaviours of micro-enterprises in Hungary based on the SME Competitiveness Research (Kadocsa, 2015). In the second part of the article the authors examine Albanian micro-enterprises. Further this article provides evidence regarding the main characteristics of SME-s in Albania and Hungary. The aim of the paper is to explore, whether there are any differences between thinking and behaviour of the two countries?

Keywords: Albania, Hungary, micro-enterprises, financing, decision

The Role of Human Resource Management Controlling in Organisational Safety

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Abstract

Safety and its corporate culture is becoming a key factor in the lives of technology-driven economic organisations. The development and maintenance of a strategy suitable for monitoring and managing external and internal risks is very important. However, not all organisations aim for perfection in this respect: few of them are aware that aiming for the minimally necessary and sufficient safety is not enough in these days. In order for an organisation to be able to detect and fully meet safety requirements, purpose-built support systems must be operated. Strategic and operative planning, implementation and decision support can be facilitated by area-specific controlling systems. This includes the application of human controlling as an important factor in shaping organisational safety culture. However, a number of result factors exist in human resource management and organisational behaviour, the quantification of which is impossible or very limited, therefore further extension of the traditional asset pool may be essential. The retention of human capital, along with the new controlling methods used for an efficient economy may also enable the examination of soft factors with difficult quantification, thus facilitate the smooth operation of corporate processes. This can also promote safety as a new aspect in the support system of human controlling.

Keywords: safety culture, controlling, human capital, organisational behaviour

Time Management in Context

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Abstract

What is Time ?

Time is an important and scarce resource of which we never have enough. Unlike other resources, it cannot be substituted with anything else. Still, we do not seem to fully understand its nature. Even our numerous definitions of time are intangible.

Sensation of Time in Human History

Our sensation of time has changed enormously through our history. We keep trying to squeeze more and more tasks into a constant amount of time – in pursuit of more happiness.

Time Management Techniques

Lack of knowledge of this area causes a tremendous amount of struggle. While we are expected to be highly industrious at all times, many of us do not have sufficient level of knowledge of the basic time management technics. Let us briefly summarize these.

Deadlines

Deadline is a magic word in our lives. Deadlines drive our whole existence. What is a deadline? What are the typical types of deadlines?

Common fallacies

Not only we do not have decent definitions for time, not only do we lack knowledge in the field, there are also common fallacies that exacerbate our struggle for time.

Proposals

Do less. Do it better. Know the traps and avoid them.

Keywords: Time Management, Deadline, Fallacy

Hire smart: A Comparative Analysis on Hiring Erasmus Interns vs. Local Workforce in the Mediterranean

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Abstract

Currently, an estimated 100 million tourists visit the Mediterranean region annually. Due to the seasonally increasing demand of multilingual and cost effective workforce in the field of tourism, the employers have to deal with financial and HR planning challenges. Despite the serious effect of the economical difficulties and crisis of certain Southern countries such as Greece or Spain on the employment rate, the tourism sector still can indicate continuously increasing. This paper aims to find answers to the following questions: Which are the major benefits of participating in mobility programs and gain work experience in the field of tourism from the students' perspective? Is the employment of interns cost effective solution compared to hiring of local workforce? Is it sustainable on long term?

Keywords: international mobility, Mediterranean, seasonal labour, Erasmus+ work experience, HRM

Advantages and Disadvantages of „Employee Recruits Employees“

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Abstract

The paper evaluates the advantages and disadvantages of “the employee recruits employees”. The use of private social networks to identify new employees for their own employer is installed in many organizations. Human resources management (HRM) departments use these tools to recruit candidates quickly and easily, to improve the recruiting results and to reduce the recruiting efforts. Potential candidates use their social network to identify employment opportunities. Their network gives them an advantage. The disadvantages of the social network for the employment seeking process are evaluated too. HRM has to know the advantages and disadvantages of “the employee recruits employees” to avoid risks and to be aware of the fact that the social network can have disadvantages for their organizations. The theoretical background is the social capital theory to explain the mechanism in social relations and to investigate social capital for the employment seeking process. The results indicate that participants agree more with the statements for advantages than for statements with disadvantages. Another surprising result is that woman has stronger tendency to scale one than men. The method used is a questionnaire with 210 participants. The results have been investigated with median, mode, mean, standard deviation, frequency and correlation coefficient to explain the behaviour and use of social networks for employment seeking process.

Key words: social networks, employment seeking, social capital, human resources management

Maturity Models of Shared Services in Theory and Practice

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Abstract

All shared service center (SSC) has its own evolutionary path with stations from the formation to maturity. This study introduces the main theoretical models of this development, so Barbara Quinn's and Martin-Pérez's models. These models show what kind of development stations can a shared service center run through. However, it is also important to see that parent companies will only be able to effectively operate a shared service center only if all of business process are standardized and not only the processes of the SSC. The CMMI model helps the parent organization to find the optimal level of maturity to implement and operate an SSC. Janssen-Joha's model is also a good landmark because it shows how the parent company could implement SSCs organization-wide. Practical side of the research shows level of maturity of Hungarian SSCs based on the first two models.

Keywords: SSC, Shared Services, Business Services, Maturity model, CMMI

Benchmarking in Management of the Electrical Energy Distribution

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Abstract

The report presents the methodology of benchmarking as one of the key tools in management of the sector of energy distribution. It enables better functioning of enterprises due to comparing their functioning in various profiles and drawing conclusions out of these comparisons. The methodology of benchmarking for distribution companies in Poland is used to a very limited extent. However, it is expected that its role in the decision making process in the energy sector will grow significantly. The report describes a method, which enables objective comparative analysis of distribution companies according to the efficiency of energy distribution, taking into account the specificity of each company. Benchmarking by stimulation to decreasing of costs leads to creation of competitiveness of a distribution company

Keywords: benchmarking, decision making process, distribution efficiency

Changes in the Use of ERP Systems Supporting Enterprise Logistics in Poland – Sectoral Analysis

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Abstract

Markets globalization, consumer behaviour and fast development of products forced changes into running a business. Cooperation within supply chains, strengthening bonds with customers and optimal resource planning are fundamental to the functioning of businesses. The realization of these activities is possible through information technologies, especially those supporting businesses in terms of logistics. The level of complexity of logistic processes is connected with a particular sector. The goal of this work is to determine the scale of Enterprise Resource Planning (ERP) systems use in enterprises across individual sectors. The shift-share analysis is used. The analysis embraces the years 2012-2015. The number of companies using ERP systems acted as variables and the data were shown by sectors. The results of the shift share analysis point to the growing trends in the number of businesses using ERP systems. Relatively speaking, the biggest potential in terms of the analyzed variable was observed in the industrial processing and trade and repair sectors, although these sectors are at the same time less competitive than the others. We can conclude, therefore, that these sectors are not the domineering ones in terms of complexity and the intensity of the realization of processes supported by ERP systems.

Keywords: logistics, shift-share analysis, ERP systems

Application of the Theory of Constraints in Knowledge Management

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Abstract

Organizations today are increasingly recognizing the effectiveness of knowledge management for the primary or at least one of the main sources of competitive advantage. At the same time need to process enormous amounts of information, and necessity to generate useful knowledge requires increasingly sophisticated tools with the enormous complexity of algorithms. Theory of constraints (TOC) is a philosophy of management that offers a set of tools that can be successfully applied in knowledge management. These tools are gathered in TOC Thinking process. The aim of the study is to present basic tools of TOC Thinking process and to explain how to use them.

Keywords: Theory of constraints, knowledge management

Difference among Personality Types in Comment-Writing Behaviour

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Abstract

The higher penetration of internet usage in the society makes it more important to understand how and why people are ready to generate information on the net and what the common features are of those who are ready to post comments. Here special focus is on the members of Y generation, who are adults now and get used to use internet on a daily basis. This study tries to find relationship between personality types and frequency of comment-writing activity. According to our hypothesis, among Keirsey's personality types, the intuiting Rationals and Idealists are supposed to write more comments than their Artisan and Guardian counterparts. Social attitude of the respondents is also examined: we would like to know whether the extravert people write more comments or the introvert ones. It is also expected that Rationals show the most positive attitude toward expressing their opinion and they are also ready to express negative opinion in a higher proportion than other temperament types. The analysis of the 992 usable questionnaire of university students supports the hypotheses.

Keywords: eWOM, comment-writing, Keirsey temperament types, MBTI, opinion-expressing attitude

The Role of E-learning

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Abstract

The term E-learning refers to a novel teaching and learning in education. This educational high technology is an important part of today's world, which delivers, supports and enhance the quality of learning. E-learning involves the participation of instructors, and students and mentors who use this technology to update their work. This paper reports on the extent to which the effectiveness and students' attitudes towards e-learning impacts their learning styles.

Keywords: E-learning, Social support, Hiegher Education

Misunderstanding how Passwords Work

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Abstract

It has always been an important security issue to prevent unauthorized access to our resources and it becomes more and more important as we go along in the digital era. Both possession based and biometric methods has been evolving fast and many experts say that the knowledge based methods, passwords, are not secure enough. In the present paper I prove that passwords in alone can be safe enough providing a publicly known case that shows that serious problems may occur if so-called experts give false advice to average users.

Keywords: user authentication, password

Characteristics of Information Security Implementation Methods

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Abstract

However information security is supported by national and international recommendations, standards and laws, their implementation fail to deliver the expected results in several cases. In our fast changing world information plays a central role in the operation of organisations. Implementation of information security it is a must for organisations in order to maintain and improve their competitiveness. Companies are working to attain information security by implementing the requirements of ISO/IEC 27001 standard. Governmental institutes follow the instructions of implementing regulations of the legislation in place. The failure of organisations in attaining information security may have several reasons. Our research in this topic reveals that several times the Information Security Management System (ISMS) implemented does not fit the operation of the organisation, its regulations are not applied or simply are not brought into force. There are several ways to implement information security. The most commonly adopted way of implementation is the development of an ISMS and building information security measures around it. Some organisations develop integrated management systems, others implement information security measures in their organisational processes. Applied methods have impact on the effectiveness of implemented information security systems. This study uncovers the most common deficiencies of ISMS. Analyses and compares the most commonly adopted implementation methods based on the acquired professional experience and scientific literature considered relevant by the author. Comparative analysis, uncovers the strengths and weaknesses of applicability and risk of these implementation methods in different operating environments. As a result organisations may use the outcomes in selecting implementation methods to attain information security and handle their risks successfully.

Keywords: information security, method, comparative analysis

Entrepreneurial University as Contemporary Paradigm of 21st Century

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Abstract

This manuscript is presenting some of the activities of University in Belgrade, as the largest academic institution in Serbia, in development of the adequate conditions for technology transfer and connections between research, industry and SMEs. The activities of the Center for technology transfer are additionally described by its representatives and introduced in the manuscript. Also, some activities of Technical faculty in Bor, in developing the entrepreneurial way of thinking of young population in the region of Eastern Serbia, are also discussed.

Keywords: Entrepreneurial University, Knowledge Transfer, Entrepreneurial skills

A New Approach in Higher Education: Social Entrepreneurship Education

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Abstract

Social entrepreneurship education is one of these approaches recently emergent. It is influenced by several factors at the environmental, organizational, and individual levels. However, through providing social entrepreneurship education in higher education institutions, it is possible to develop individual's abilities and enable them to produce innovative solutions to social problems. Social entrepreneurship education has many positive effects on person in terms of individualistic and society aspect. In this context, the aim of the study is to reveal the need of social entrepreneurship education. It is found out that social entrepreneurship education gives a chance to start up a social business. In addition to that, social entrepreneurship education supports individual's self-sufficiency, creativity, empathy, rational thinking, and entrepreneurship skills. It promotes the social problem solving in society and contribute to developing a sustainable national economy.

Keywords: social entrepreneurship, higher education, social entrepreneurship education

GenYus –How do Millennials judge Themselves?

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Abstract

The new generation of the labour market, Generation Y, Millennials, the next generation, Generation Tech, Generation.com ... We meet them day by day, we work with them, we teach them or we are them. But who are they? How do they describe themselves? Answering the questions we designed a questionnaire with the members of this generation. However, this paper is more than a sum up of a survey, because the Millennials judge their own members. On the other hand the whole process of the research was very instructive, which pointed out their creative and novel way of thinking and characteristics.

Keywords: Generation, Methodology

Fuzzy Measurement for Durable Goods Market Segmentation

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Abstract

The aim of the research is to apply the results of fuzzy measurement of consumer preferences on durable goods market for customer segmentation. New phenomena on durable goods market manifest itself in consumer behaviour. As a result, the brand acts as the most important feature while purchasing decisions is taken. Brand assessment by the consumer is associated with a complex evaluation process of a few to several criteria, such as the reliability, credibility, modernity and prestige. The burdensome problem here is that assessment criteria for features, which by their nature are immeasurable on metric scales, are perceived differently by each respondent. Typical quantitative tools used to measure attitudes partly ignore these problems. Alternative approach, which attempts to account for differences in individual assessments of the respondents is the measurement technique which rely on the use of fuzzy numbers. Conversion of linguistic expressions to form a triangular fuzzy numbers allows for the differences in the assessments of individual respondents, and thus allows better identification and representation of actual consumer preferences. Classical, multivariate statistical analysis methods modified for fuzzy measurement results may be used for customer segmentation, which takes into consideration the nature of market for high tech durables. Customer preferences towards the attributes associated with the brand of selected durable goods is used for this task. In the study market data set on smartphone devices was used.

Keywords: linguistic variable, fuzzy measurement, fuzzy multivariate statistical analysis, preferences study, smartphones brand attractiveness assessment.

Dependability Assessment of Supplier Performance based on the Fuzzy Sets Theory

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Abstract

In the literature, considerable attention has been given to the role of suppliers, thus companies have been increasingly considering better supplier selection approaches in order to attain the competitive advantage in the demanding markets. The aim of this study is to provide an effective tool for decision makers (DMs) to help them with evaluation and prioritization of current suppliers. Moreover, the supplier prioritization is inherently multi-criteria decision-making problem (MCDM), with involved high degree of fuzziness. Hence, this paper introduces fuzzy decision-making model where dependability assessment of the suppliers could be done based on the fuzzy set theory and max-min composition. Furthermore, in order to determine supplier dependability, the typical influence indicators: Production facilities and capacities (PFC), Delivery (D) and Service (S), were analysed in an illustrative example, where proposed model used triangular fuzzy numbers (TFN) to establish linguistic description of these three indicators. At the practical level, the results and findings of this paper provide decision makers with a complete picture of those suppliers that have the highest dependability performance in their supplier network.

Keywords: Suppliers, fuzzy set theory, Suppliers evaluation

Multivariate Statistical Analysis in Missing Skills Identification

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Abstract

The human capital development programs, partly financed by the means of European Social Fund, result in activities with the goal to equip students with skills not offered in traditional education and training system. Especially unique, so called soft skills seems to be necessary in contemporary professional careers and thus on the labour market. Courses developing skills such as team work ability, leadership, creativity, independent thinking and innovative approach to problem solving will be financed. Here, the university graduates are of special interest. For that purpose, a thorough analysis of needs is necessary. Existing databases describing the quality of human capital should be analysed in order to identify those competencies that graduates of universities are missing.

Rich arsenal of multivariate statistical tools may be applicable for analyses. The list cover a wide range of techniques, from the simplest methods of descriptive statistics to advanced multivariate statistical clustering methods. The authors of the study will attempt to identify the missing soft competences using available statistical data.

Keywords: human capital, missing skills, multivariate statistical analysis

Organisations in digital age – Information security aspects of digital workplaces

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The digital age – although differently in each sector and area – is present in the life of all the companies. It means not only the IT support of planning, production, manufacturing, warehousing, trading, etc. processes, because they have already been applied for several decades and developed permanently. The digital age strongly affects the entire company, all the divisions, departments, sites, and all the employees and executives working there. The concept of digital workplace, however, goes beyond the traditional physical framework of the company, because teleworkers, suppliers and customers are also connected into the IT processes. The information has become a new type of economic commodity, acquiring, possessing or owning it, and the control above it has become an increasingly serious and complex aspect of the company's success. In spite of the fact, that the success of the business is the well-understood interest of the company's stakeholders (employees, employers, owners, suppliers, etc.), in a lot of cases the (not always) ethical hackers dealing with social engineering are able to find the weak points of the company's information system through the human side of information security, due often to human negligence and irresponsibility. Our own research – involving more than 400 people from the executive staff of Hungarian companies – has led to the conclusion that only a very few of them have appropriate information security awareness. Therefore a chapter of our study introduces some possible forms of human attacks against digital workplaces and the prevention of these attacks.

Keywords: information security, social engineering, digital age, organization, workplace, employee

Bizalmon alapuló együttműködés vizsgálata a kis- és középvállalatok körében

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Absztrakt

A bizalmon alapuló együttműködéseknek Magyarországon nem nagy hagyománya van, ami, ha lehet a társadalomban az elmúlt évtizedekben még inkább megkopott.

Ennek ellenére a vállalati szférában az együttműködések elengedhetetlen részét képezik a vállalati stratégiának, mert nélkülük - különösen a kis- és középvállalatok számára – a piaci pozícióik megtartása, versenyelőnyt biztosító célok megvalósítása szemben a nagyvállalatokkal akadályokba ütközhet. Kooperáció nélkül a hatékony érdekérvényesítés nehezen elképzelhető.

A vállalati célokat elősegítő, sikeres együttműködéshez azonban az együttműködő felek összehangolt viselkedése, koordinált döntéshozatalára és nem utolsósorban az érintettek bizalmára van szükség. A kutatás éppen ezért az együttműködések, s vele együtt a vállalkozás sikerét, teljesítményét vizsgálta.

A kutatás alapvető célja az volt, hogy feltárja a bizalmon alapuló együttműködés összefüggéseit az Észak-Magyarországon található kis- és középvállalatok körében, melynek eredményeként a vizsgálat négy alapvető együttműködési formát azonosított: a stratégiai alapú, az etikán alapuló, a megoldás-orientált és a feltétlen bizalmon alapuló együttműködést.

Az együttműködések erőssége és a bizalom mértéke a vizsgálatok alapján függ a vállalat egyéni helyzetétől, a vállalat sajátosságától, mely a kutatás megállapítása szerint hatással van a vállalat teljesítményére.

Kulcsszavak: bizalom, együttműködés

Kisvállalati döntések támogatása a Doctus tudásbázisú rendszerrel

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Absztrakt

Gyakorolni csak a valóságban lehet. A Vállalkozásfejlesztés Mesterszakon a hallgatók olyan üzletei helyzeteken gyakorolhatják a döntések előkészítését, amelyek a valóságban megtörténnek. Nem a GE, NOKIA, Coca Cola és a hasonló óriások vezetőinek döntéseit vizsgálják, hanem olyan praxist, amelyhez hasonlóba nemsokára belecsöppennek. Itt és most két kisvállalati döntés előkészítéséről készült esettanulmány kerül bemutatásra, melyek illusztrálják a döntési helyzetek modellezhetőségét, az eszköz használatát és az eredmény megértését.

Kulcsszavak: Döntéstámogatás, Tapasztalatbányászat, Tudásbázis, Tudásrendezés

Emberitőke-elméletek oktatási kontextusban

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Absztrakt

Korunk tudásalapú társadalma speciális tudással rendelkező munkaerőt, azaz emberi erőforrást igényel. Oktatási intézményeink a tudás közvetítőjeként működnek, a tudás szerzés fő forrásaként funkcionálnak. Az emberitőke-elméletek empirikus kutatásai megerősítették azt a tényt, hogy az oktatás kedvező hatást gyakorol a gazdasági növekedésre. Jelen tanulmány az oktatás szempontjából közelíti meg az emberitőke-elméleteket. Az oktatásba történő emberitőke-beruházásokon keresztül vizsgálom az emberitőke-elméleteket. Az emberitőke-elméletek "atyjai" különböző nézőpontból közelítik meg az emberitőke-beruházásokat, azonban közös bennük, hogy az emberbe történő oktatási beruházást tőkének tekintik, mely gyarapítása során az egyén termelékenysége, ezáltal keresete nő, s ez a nemzetgazdaság növekedésére is pozitív hatást gyakorol. Munkámban ennek a pozitív hatásnak a tényezőit elemeztem.

Kulcsszavak: oktatás, emberi tőke, emberitőke-beruházás

Etikai idealizmus és relativizmus – egy empirikus kutatás eredményei

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Absztrakt

Kutatásunk során azt vizsgáltuk és arra kerestük a választ, hogy miként vélekednek az emberek egyes, az üzleti élethez kapcsolódó morális kérdésekről. Ennek mérésére D. R. Forsyth által kifejlesztett Etikai Pozíció Kérdőívet használtuk (EPQ) Kutatásunkat kilenc országban (Magyarország, Szlovákia, Románia, Szerbia, Horvátország, Finnország, Észtország, Lengyelország és Csehország) hajtottuk végre. A berékezett adatokat leíró és következtetési statisztikai módszerekkel vizsgáltuk. Többek között azt kutattuk, hogy a mintában szereplő válaszadók elkülönülnek-e a vizsgálatba bevont független változók mentén.

Kompetencia vállalati, munkavállalói és felsőoktatási szemmel

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Absztrakt

Az átalakuló gazdaságban a sikert biztosító munkavállalói kritériumok meghatározása és megismerése a vállalatok, a munkavállalók és a felsőoktatás számára is kulcsfontosságú. A technológiai változások a munka tartalmi és formai kereteit is átalakítják, amely a vállalatok kiválasztási és képzési gyakorlatát, és ennek megfelelően munkavállalókkal szemben támasztott elvárásait is átrendezik. A munkavállalók oldaláról elsősorban a felsőoktatásban végzett hallgatók szempontjából vizsgálom a munkaerőpiaci alkalmazkodás kérdését. A felsőoktatási intézmények oldaláról - output szemléletben – annak érdekében, hogy a munkaerőpiaci kereslethez hatékonyabban illeszkedő kínálatot biztosítson, a munkaerőpiaci elvárások megismerését feltételezi. A kompetencia konstruktum hivat képez ezekben a kérdésekben a szereplők gondolkodásában. Tekintettel arra, hogy a fogalom használatát számos rossz gyakorlat, téves értelemezés övezi, a dolgozat ezeket a félreértéseket hivatott rendezni elsősorban elméleti megközelítésben.

Kulcsszavak: kompetencia, kompetenciaérzés, szervezeti kompetenciák, felsőoktatás

Szervezetek versenyképességének alapjai: stratégiai menedzsment a hazai vállalkozásoknál

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Absztrakt

Kutatásunk a hazai gazdasági szereplők versenyképességével foglalkozik. A versenyképesség talán az egyik legösszetettebb fogalom, amelynek értelmezésére mind a mai napig nem alakult ki egységes meghatározás. Ennek oka nagyon egyszerű: minden gazdasági szereplőnél másban fedezhetjük fel a versenyképesség alapjait. Ebből eredően a legkülönbözőbb nézetek alakultak ki annak magyarázatára, hogy milyen tényezők szükségesek a versenyképesség erősítéséhez. Akár nemzetgazdasági, akár vállalati szinten vizsgálódunk, a versenyképesség erősítésének nem létezik csupán egyetlen útja, vagy egyetlen feltétele, annak szintjét több tényező is befolyásolhatja. A tanulmány most mégis arra tesz kísérletet, hogy a számos befolyásoló tényező közül kiemeljen egyet - a stratégiai menedzsmentet -, és arra vállalkozik, hogy kapcsolatot találjon a szervezetek stratégiai tevékenysége és azok versenyképességi szintje között. Azzal a feltételezéssel élünk - és ez egyben a tanulmány fő hipotézise is -, hogy a stratégiai menedzsmentre intenzívebben építő vállalkozások sikeresebbek voltak a válságot követően, és a versenyképességük is jelentősebb erősebb, mint a stratégiai szemlélettel kevésbé rendelkező cégek. A bizonyításhoz kérdőíves felmérést végeztünk, amelynek során több száz hazai kis- és közepes vállalkozástól gyűjtöttünk információkat. E kutatás eredményeinek bemutatása képezi a tanulmány legfőbb célkitűzését.

Kulcsszavak: stratégia, versenyképesség, vállalkozások

Néhány ország olimpiai teljesítményének elemzése, multilogosztikus modellezéssel

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Absztrakt

A növekedés törvényszerűségeit nem csak az élő szervezetek területén, de más komplex rendszerek esetében is megfigyelhetjük. Egy országot tekinthetünk komplex rendszernek, aminek teljesítménye sok területen mérhető és vizsgálható. Jelen kutatás azt vizsgálta, hogy az egyes országok olimpiai teljesítményében azonosítható-e az adott ország stratégiai szintű beavatkozásai, és azok mennyire járulnak hozzá az ország olimpiai sikereihez. Az elemzés megmutatta, hogy növekedési modellek segítségével beazonosítható az egyes országok sportprogramjainak hatása az olimpiai teljesítményre, valamint kimutatható az is, hogy az egyes programok milyen időtartamban és milyen volumenben éreztetik hatásukat az adott ország sportteljesítményében. Az elemzés során alkalmazott modell segítségével 9 országra vonatkozóan készült sportstratégiai elemzés, aminek során a modell segítségével jól azonosíthatók voltak az egyes országok sportstratégiai beavatkozásai, és nagy pontosságú teljesítmény előrejelzések is készültek. A kutatás eredményei egy olyan stratégiai elemző módszer lehetőségét tárják fel, melynek segítségével nyilvános adatokból is azonosíthatók a teljesítményt befolyásoló stratégiai összetevők, és megbecsülhető a várható teljesítmény is.

Kulcsszavak: növekedési modellek, teljesítmény előrejelzés, stratégiai egyeneselek

Utódlástervezés családi vállalkozásoknál

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Absztrakt

Hazai szakemberek egyetértenek abban, hogy a családi vállalkozások többsége kritikus életszakaszban van. Nagyon sokuknál a jelenlegi vezetői réteg ezekben az években éri el a nyugdíjas kort, tovább a családi céget nem akarják és nem is tudják irányítani. Döntést kell hoznia a családnak ekkor, hogy tovább viszik-e a céget. Ideális esetben a generációváltás évekig tartó folyamat, amit akár több évtizedes előkészítés előz meg. Hazai vállalatoknál sajnos nagy elmaradások vannak ezen a téren, ami a kis- és középvállalkozások többségének hosszú távú működését veszélyezteti.

A tanulmányban egy kérdőíves vizsgálat utódlástervezést érintő eredményeit mutatom be, keresve a választ arra, hogy milyen vállalati jellemzőknek van szerepe az előrelátásban.

Kulcsszavak: családi vállalkozás, utódlástervezés, kkv, generációváltás, utódlás