
Book of Abstracts

Editors: András Nábrádi, PhD.
Katalin Gál, PhD.

Associate editor: Dalma Hámos

Lecturer: József Fogarasi, PhD.

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Conference organizers

Partium Christian University, Faculty of Economics and Social Sciences (Romania) is a higher education institution for education and research in the fields of social sciences and economics. The Department of Economics offers undergraduate study programs in Banking Finance, Economy of Commerce, Tourism and Services and Management, master study programs in Business Administration in Tourism and Entrepreneurship and Business Administration. The Partium Christian University – accredited in 2008 – assumes and continues the good traditions of the “Sulyok István” Reformed College, founded by the Királyhágómellék Church District (Piatra Craiului) in 1990. It undertakes all those purposes that the founders – recognizing their duties and responsibilities for the Hungarian community in Transylvania and in the Partium – stated, when they established the college, and later the university.

University of Debrecen, Faculty of Economics and Business (Hungary) is a higher education institution for education and research in the fields of economics. The Faculty offers Bachelor programs (Business Administration and Management; Commerce and Marketing; Finance and Accounting; International Business Economics; Rural Development Engineering; Sports and Recreation Management; Tourism and Catering) Master programs in International Economy and Business; Rural Development Engineering; Accountancy; Business Development; Human Resource Counselling; Management and Leadership; Master of Business Administration; Master of Education; Sports Economics; Supply Chain Management) and several postgraduate specialization programs and Doctoral programs (Károly Ihrig Doctoral Program of Management and Business). The main research areas can be closely linked to the institutes of the Faculty (Institute of Accounting and Finance, Institute of Applied Economic Sciences, Institute of Applied Informatics and Logistics, Institute of Business Communication and Professional Language Studies, Institute of Economics, Institute of Management and Organization Sciences, Institute of Marketing and Commerce, Institute of Rural Development, Tourism, and Sports Management, Institute of Sectoral Economics and Methodology, Institute of World Economy and International Relations). The University of Debrecen is the oldest continuously operating institution of higher education in Hungary since 1538.

AGRIMBA network was established in 1995 as a successful Tempus project. Since that time the network has developed into an efficient way of upgrading the management knowledge of young managers mainly in Central and East Europe. However, the MBA is not only a way of improving the business skills of the students but also an effective way of intensifying the participating teaching staff’s (mainly academics) contacts with the globalized world of agribusiness and their colleagues of the participating institutions. This two-way approach is the main incentive for taking part in the programme, both for students and teaching staff. In this way AGRIMBA works as a highly needed medium of communication in the field of agribusiness between theory and practice. It is thus an effective tool in lifelong learning. The network is coordinated by the AGRIMBA Board which comprises academics and professionals from
co-operating institutions. The Board is responsible for the development of the core curriculum and for validating the MBA degree programmes as delivered by several of the partners. The AGRIMBA is an open network to which anyone can join. AGRIMBA became a standing committee of ICA at the ICA General Assembly 2003 in Beauvais. The network has developed the curriculum for the part-time two year MBA programme designed as a post experience degree for young managers in agribusiness and commerce. The network partners: Belgorod State Agricultural University named after V. Gorin, Russia, Czech University of Life Sciences, Prague, Czech Republic, Jimma University, Ethiopia, Kazan State Agrarian University, Russia, Mediterranean University, Montenegro, Mongolian University of Life Sciences, Mongolia, National University of Life and Environmental Sciences, Ukraine, Scotland’s Rural College, Scotland, Slovak University of Agriculture, Slovakia, Stavropol State Agrarian University, Russia, Tomsk State University, Russia, University of Arkansas, USA, University of Belgrade, Serbia, University of Debrecen, Hungary, University of Zagreb, Croatia, Wageningen University and Research, Netherlands, Warsaw University of Life Sciences, Poland
Welcome Address by the Organizers

We have great pleasure and honor in welcoming you to Partium Christian University in Oradea, to participate in the Partium International Conference on Management (PICM) 2019.

The conference is organized as a Joint International Conference by Partium Christian University, Faculty of Economics and Social Sciences, University of Debrecen, Faculty of Economics and Business, Hungarian Academy of Sciences Debrecen, Committee on Agricultural Economics, the Hajdú-Bihar County organization of Hungarian Economic Association, International MBA Network on Agribusiness and Commerce (AGRIMBA) The Netherlands, and the Romanian Academy ISAI Branch. The conference supported by Pearson Education Limited, OTP Bank Romania, Egri Csillagok Corporation, and Hun-Dest Drink LLC.

The abstracts of papers are included in the Book of Abstracts. Authors are invited to submit full papers to the PCIM Special Issues, organized by PICM supporting journals. The list of supporting journals is published at the website of conference.

We wish to express our deepest appreciation to Keynote Speakers, Prof. Wim Heijman Wageningen University, Prof. univ. Dr. habil Florin-Alexandru LUCA, Romanian Academy – Iași Branch, Commission to Study Marketing Issues, Romania, Prof. Dr. Fred R. David and Forest David, Francis Marion University USA, Prof. Josip Juracak and Prof. Mario Njavro, Zagreb University Croatia, Prof. József Tóth, Corvinus University of Budapest, Hungary, Prof. László Dinya, Eszterházi Károly University Hungary, and Prof. András Nábrádi, Partium Christian University, Romania.

Last but not least, we extend our sincere thanks to everybody who participated in the scientific and organization committees, as well as to the editors of the supporting journals. We wish each of you very successful conference.

Prof. Dr. András Nábrádi,
chair of the Organizing Committee
Organizing Committee

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Dr. Gyula FLÓRIÁN, Phd, Partium Christian University, Romania, Secretary
Dr. Katalin GÁL, Phd, Partium Christian University, Romania, Secretary
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Prof. univ. dr. habil. Florin-Alexandru LUCA, Romanian Academy – Iasi Branch, Commission to Study Marketing Issues

Scientific Committee

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Prof. h.c. Prof. Dr. András NÁBRÁDI, Partium Christian University, Romania and University of Debrecen, Hungary
Programme in Brief

Monday, 2nd of September 2019

9.00 – 13.00  Registration
10.00 – 10.20  Welcome Speech, and Conference Opening
10.30 – 12.30  Keynote Session I.
12.30 – 13.00  Discussion, Q&A
13.00 – 14.00  Lunch
14.00 – 16.00  Parallel Sessions I.
16.00 – 16.30  Coffee Break
16.30 – 18.00  Parallel Sessions II.
19.30 – 23.00  Conference Gala Dinner

Tuesday, 3rd of September 2019

8.30 – 12.00  Registration
10.00 – 10.50  Keynote Session II.
10:50 – 11.00  Discussion, Q&A
11.00 – 12.00  Coffee break


Pearson’s book show

12.00 – 14.00  Parallel Sessions III.
14.00 – 15.00  Lunch
15.00 – 16.30  Keynote Session III.
Conference closing and Awards
Conference Theme and Subject Areas

The mission of the Partium International Conference on Management (PICM) is to promote partnerships between research communities and strengthen the contribution of research in economic growth, sustainable development by providing an international platform for strategic dialogue among stakeholders. The Conference encourages activities in management, informatics, rural development, tourism, and even sport management monitors the progress made in the knowledge triangle – research, education and innovation – which are core factors all over the world.

To respond to these challenges, appropriate and coherent policies, instruments and programmes need to be developed and applied in all domains of economics, including social, cultural, political, legal and institutional environment. The planned sessions of the conference reflect the most important fields of knowledge and technology, to gain or consolidate leadership in key scientific and technological areas. Research excellence is particularly important to improve the ability of countries to address the social, economic environmental and management challenges of the future. Their continued relevance will be guaranteed by invited papers.

In the framework of these PICM the experiences of international tasks of development will be discussed; therefore, it would be a great honor to the Faculty if you could hold a lecture on the latest results of your research.

The Scientific Committee of PICM 2019 announces Best Junior Paper and Best Senior Paper Awards. The winners of the Awards will be announced at the Closing Session of the conference, on 3rd September, 2019. The best papers are supported by Pearson Education.

Like its predecessor of PICM conference, the event will provide ample time for people to share their views, to exchange ideas, to develop new insights, and to envision completely new kinds of solutions to managerial problems. Sessions of the conference are directed towards the identification of common research themes and interests on the word wide level:

1. Applied Economics
2. Finance
3. Tourism and Sport Management
4. Commerce and Marketing
5. Management and Information Technologies
6. Social Economy
Keynote speakers

Wim HEIJMAN. Wageningen University, the Netherlands
_A Note on the Dutch Disease_

László DINYA. Károly Eszterházy University, Hungary
_Management 4.0 Among the Hungarian Companies_

Florin-Alexandru LUCA, the Romanian Academy - Iasi Branch, Commission to Study Marketing Issues, “Gheorghe Asachi” Technical University of Iași, Romania
_People – Creativity – Nature_

József TÓTH. Corvinus University, Budapest, Hungary
_Innovation Trends in Food Processing Sector in Europe_

Josip JURAČAK and Mario NJAVRO, University of Zagreb, Croatia
_The impact of CAP support on farm income and their long term sustainability_

Fred R. DAVID, Francis Marion University and Forest R. DAVID, USA
_The Latest Trends in Strategic Management_

András NÁBRÁDI, University of Debrecen, Hungary and Partium Christian University, Romania
_Co-operation or Integration?_
A Note on the Dutch Disease

Wim HEIJMAN
Professor of Regional Economics, Wageningen University, Department of Social Sciences, the Netherlands
wim.heijman@wur.nl

Many resource rich countries are poor, where many resource poor countries are rich. One of the possible explanations of this paradox called the ‘resource curse’ is the Dutch Disease. This paper aims to analyze this phenomenon with the help of a simple macroeconomic trade model. It presents a number of Dutch Disease Cases of which the ‘Norwegian Case’ provides an example containing an effective policy against the negative impact of Dutch Disease on the national economy.

Keywords: Dutch Disease, Resource Curse, Real Exchange Rate, Norwegian Case

Management – 4.0

László DINYA
Professor of Eszterházy Károly University – Eger, Hungary
dinya.laszlo@uni-eszterhazy.hu

Management – 4.0 is a new topic in the era of Industry Revolution (or Industry) – 4.0. It is coming up as the result of new challenges of the rapidly growing complexity. The complexity is one of the biggest barriers to success in organizations, including the business or nonbusiness sectors too. Despite this fact there is very few research into the causes and consequences of this problem in the era of Industry 4.0. Similarly, there are very few practical information that provide actionable advice on how management in organizations can attack this problem.

Internal complexity challenges like economic turbulence, understanding changes in customer needs, coping with economic crises, successfully launching innovative new products or services, dealing with regulatory changes, and finding and keeping talent are all big issues of management. In combination the internal complexity to a complex competitive external environment management of organizations we need to continually respond to in order to succeed.

We define complexity as the number of components in a system plus the variety of relationships among these components plus the pace of change of both the components and the relationships.
Larger systems are often more complex – but they may just be more complicated if they behavior is unpredictable. Based on several global databases (like the Global Entrepreneurship Index – GEI –, World Value Survey, IMD World Competitiveness Report, World Digital Competitiveness Ranking, Global Entrepreneurship Monitor, etc.) we compared the EU-member countries (especially Hungary) how prepared they are for management of growing complexity, that is for Management – 4.0. Investigating the countries, we have identified three clusters of them having different management challenges: balanced, flexible and vulnerable countries concerning their endowments in facing and managing the growing complexity. Hungary is among the last ones.

*Keywords: complexity challenges, management 4.0*

**Peoples, Creativity, Nature**

Florin–Alexandru LUCA  
*Romania, the Romanian Academy – Iasi Branch, Commission to Study Marketing Issues, “Gheorghe Asachi” Technical University of Iasi*  
florin.alexandru.luca@gmail.com

“*It is the mind that does evil or good. Which makes you happy or unhappy, rich or poor*” *(Edmund Spencer)*

The level of success we experience inside – happiness, joy, ecstasy, love and so on – is the direct result of the way we communicate with ourselves. The level of external success is given by how well we communicate with third parties. Creativity and the manner of communication with third parties determines our success from the point of view: personal, affective, social, financial.

We are born with a free spirit. We do not talk, but we know how to swim at birth, we know how to feed, we know how to impress, we know how to become loved. As we grow older, we lose these natural, innate abilities and lose our creativity, becoming the prisoners of routine and stereotypes. We neglected contact with nature, brutally violated its laws and forgot history. During the "Great Leap Forward", Mao found the culprits for the low yield of agricultural crops: the birds of the sky. Thus, the “great rulers” decreed their elimination. The following is known: in the absence of the birds, the locusts came to power and destroyed the agricultural production much desired by the great leader.

It seems a distant thing, but today things are not much different and the planet's resources are periodically decimated. Countries measure their success after GDP growth, by the size of the territory,
by the asymmetric design of the force. But we do not consider the right to happiness of the people of the respective states. There is nothing to talk about people below the minimum poverty line. True, some countries such as the Nordic states or Japan have invested heavily in education, health and social assistance. But this is not enough. The indissoluble bond between humans, creativity and the rediscovery of the laws of nature, leads to individual well-being.

Keywords: communication, creativity, abilities, happiness

Innovation Trends in Food Processing Sector in Europe

József TÓTH, Máté JEREMIÁS BALOGH, Áron TÖRÖK
Sapientia Hungarian University of Transylvania, Romania, Corvinus University of Budapest, Hungary
jozsef.toth@uni-corvinus.hu

Nowadays, innovation is a crucial element of business development. The globalization and new technological advances have forced many companies to invest more in innovation, in order to stay competitive in a fast-paced economy. A big difference is observed in the innovation performance of the European Union member states. Based on the European Innovation Scoreboard (2018), the majority of the Southern-European countries and the New Member States joined to the EU in 2004 are moderate innovators. On the top of the list, there are the Scandinavian and the Benelux countries, the UK and Germany, while Bulgaria and Romania are the modest innovators in Europe. From an innovation point of view food industry is seen as a slow sector, which is lagging behind the technology pushed possibilities and the costumers’ needs and expectations. In this research, we explore why European food companies do not perform any innovation activities and if they do so, what are the main determinants of their innovation performance? Due to the nature of the innovation distribution, the paper employs double hurdle as well as Heckman two-step model using the Community Innovation Survey (2012) data. These methods allow solving the selection bias problem, which inevitably arises in our case. Results confirm that networking scope as well as networking intensity, play a central role in explaining innovation performance. Furthermore, the size of a company, openness and market obstacles are also significant factors of innovation performance. In sum, the result indicates that those European food processing companies, who engage in innovation activity, have intensive innovation networks. Moreover, companies who targeted to innovate more proposed to extend their innovation networks. By contrast, above a certain level of network relations, the advantage of networks can turn into a negative effect on innovation performance.

Keywords: innovation activity, networking scope and intensity, Community Innovation Survey, European food industry
The impact of CAP support on farm income and their long term sustainability

Josip JURAČAK  
*University of Zagreb Faculty of Agriculture, Zagreb, Croatia*  
jjuracak@agr.hr

Mario NJAVRO  
*University of Zagreb Faculty of Agriculture, Zagreb, Croatia*  
mnjavro@agr.hr

Farmers’ income support is one of main goals of the EU Common Agricultural Policy (CAP). The most commonly used data set for evaluation of the importance of income support to farms is FADN. The FADN system has been established in Croatia in 2013 and there is a for year series of data available for analysis.

Majority of analyses conducted on the FADN data base point to the great significance of the CAP support for Farms in the EU. According to available information, farm revenues would be 27% lower without CAP support, while for some farm types the CAP payments makes up to 50% of the total farm income. The FADN sample size in Croatia varies between 1290 and 1337 in the period 2014-2017. In the same period, total farm output value varies between 405 and 486 thousands of HRK. The average total utilized agricultural area per farm is 37.8 ha (2017). The proportion of subsidies (investment subsidies excluded!) in gross farm income (GFI) was the highest in 2014 (37.93%). In the next two years the proportion dropped sharply to 21.5%, so that in 2017 it would rise again above 30%. The lowest proportion of subsidies to GFI have farms of vegetables and ornamental production type (5.84%), while the highest is on farms breeding cattle, sheep or goats (39.21%). Regarding to the economic size, it is interesting that the biggest proportion of subsidies to GFI is on farms in class 7 (EUR 50000-10000: 36.69%). The proportion is lower as classes are getting smaller and larger, with exception of the largest class (14) where the average proportion is 33.07%. With respect to the region, the subsidies are more important to Continental farms (31.03% of GFI) than to Adriatic farms (21.34). The data presented clearly shows that the farms in Croatia are largely dependent on the subsidies, which means that their short-term sustainability, as well as the long-term development, would be brought into question in case of a significant reduction of subsidies.

*Keywords: gross farm income, CAP subsidies, FADN, farm types, farm size*
Trend 1 – Firms are increasingly using the model illustrated on p. 2 to formulate and implements that enable the firm to gain and sustain competitive advantage. Recall that Alexander the Great said: “I Had Rather Do Battle Against An Army of Lions Led By A Sheep, Than Do To Battle Against An Army of Sheep Led By A Lion.” That quotation reveals how important it is for businesses to follow a systematic, objective process for doing strategic planning – rather than doing strategic planning in a subjective, political, and emotional manner. There is a right way to do strategic planning. And we have captured this process in this model that begins with developing a clear vision and mission statement, and ends with evaluating strategies using the balance scorecard and other analytical tools.

Trend 2 – Firms are placing greater emphasis on SWOT analysis as illustrated on p. 15. This is why we moved SWOT from Chapter 6 in the prior edition of this textbook to Chapter 1 in this new edition. SWOT analysis allows for effective matching of internal strengths and weaknesses with external opportunities and threats.

Trend 3 – Companies are increasingly using the Quantitative Strategic Planning Matrix (QSPM) in doing strategic planning. Just Google the letters QSPM and you will see how this matrix is becoming widely used to determine the relative attractiveness of two or more strategies. The QSPM is especially important to use whenever a company, or an institution or government, faces a critical fork in the road and must decide on one path versus another, such as what Great Britain faces now in terms of staying with or leaving the European Union.

Trend 4 – Firms are placing greater emphasis on using some kind of strategic planning software such as the Strategic Planning Template, described on p. 23, to facilitate following the strategic management process. The Template that we advocate using is based in Excel and is Free and it incorporates the SWOT and QSPM matrices, as well as portfolio matrices such as the BCG and IE. You may download the Template at www.strategyclub.com

Trend 5 – Firms are placing greater emphasis on assuring that the company has an effective vision and mission statement and that all corporate activities are vision/mission driven, rather than those documents being developed and then forgotten. The new characteristics of an effective vision statement are presented on p. 46 and the new characteristics and components of mission statements are presented on p. 49. In my dissertation at the University of Debrecen, I am currently exploring these characteristics and measuring their association with organizational performance.

Trend 6 – Firms are becoming much more systematic/objective-specific in performing external and internal assessments, as discussed on p. 67, by utilizing the AQCD Test, and by creating EFE and IFE matrices, as discussed on p. 79 (and 113) respectively. AQCD stands for Actionable-Quantitative-
Comparative-Divisional. In my dissertation, I am currently developing a literature review foundation for these important attributes of underlying external and internal factors.

**Trend 7** – Firms are increasingly using outside sources, such as those listed on p. 78 and p. 110, to gather objective/useful/specific AQCD factor information. Recall that Edward Deming said “In God We Trust, Everyone Else Bring The Data.” It is unacceptable today in doing strategic planning to utilize vague, holistic, subjective platitudes – such as the economy is growing or the planet is warming.

**Trend 8** – Companies are using business analytics and value chain analysis more and more to determine and utilize various consumer behavior trends, as well as trends in the behavior of suppliers, distributors, and competitors. Business analytics allows more effective value chain analysis, as described on page 141 in this textbook.

Feel free to contact us anytime in the future with any special insights you have regarding the latest trends in strategic management. We love to hear from strategic management practitioners and academicians alike, as we seek to continually improve and update this Pearson textbook. Let’s stay in touch, as are a family now, having together attended this inaugural Partium Conference.

**Keywords:** strategic management, AQCD approach, new trends in planning

**Cooperation or Integration?**

**András NÁBRÁDI**  
Professor of Business Management, University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary  
Partium Christian University, Oradea, Romania  
nabradi.andras@econ.unideb.hu

The present study discusses relations between companies and enterprises. It will particularly cover cooperation in the first two decades of the 21st Century in the world. Cooperative ventures represent one of the manifestations of competition rather than its denial, as today almost not a single company can meet future scenarios in regional, international or global markets without partners. Probably all companies in the world have become increasingly dependent on supplier relations or cooperative organizations related to selling their products or services. Need for cooperation may mostly be identified when individual company activity (e.g. source material supply, technological, research-development, market, sale, effectiveness issues, etc.) and company growth or development run into obstacles. The pure, colorful spectrum of various cooperative forms has developed into a global manifestation of “colorful diversity”. Differing concepts may mean the same and, vice versa, the same concept has different interpretations. The categorization of these cooperative forms, the clarification of their differences and similarities are on the leading edge of our research. It is not an easy task, and overlaps will be revealed in several cases, as specific groups and names fail to reveal mutually
exclusive categories. Based on bibliographical sources, it classifies cooperation categories, structures them referring to multiple criteria. The paper assigns cooperation types into groups under ten classification criteria. In order to discuss the various forms of cooperation uniformly, it will define the key groups and also their denominations. The study is economics and business-oriented. It is (also) concerned with the potential benefits of various cooperation types for partners. Legal, sociological, political and strategic issues may overlap in the groupings, but these definitions are not addressed in this paper. The summary will mention research areas related to future expectations.

*Keywords: business cooperation, grouping, definitions*
Can the Welfare State be the Future of the Global Economy?

Narmin BAGHIRZADE
University of Debrecen, Károly Ihrig Doctoral School of Management and Business, Debrecen, Hungary
Narmin.baghirzade@econ.unideb.hu

Welfare states are results of dysfunctionality of markets. The relationship between a state and a market can decide the size and the range of a welfare state. For political and institutional economists this is very interesting topic, in terms of differences between economic and political institutions across the world. Starting from the Bismarckian policies, welfare states are providing people with economic development and prosperity.

Even if there many theories about the retrenchment of a welfare state, on the contrary it continues to increase and expand its range. However, will it maintain the development in the future? With the Swedish case, I can argue that, even if this question still needs much more time and investigation, but one thing is clear, a welfare state is on a solid basement, and it will continue to grow.

In this context not only political and economic elements, but also cultural background should be beard in mind. To investigate it complex analysis should be done, rather than concentrating on one approach. Moreover, investigating a historical way to the state of culmination can give us some suggestions about globalization’s effect on the welfare state, and comparing different theories, relevant hypotheses can be formulated.

First of all, deductive reasoning and existing theories in this field, as a foundation for formulating hypotheses that will be tested. Moreover, various arguments, approaches will be synthesized and systematically analyzed, for getting much more accurate results.

There are many suggestions, why some economists think the retrenchment of a welfare state will be soon, example, globalization, neo-liberalism, anti-tax movements. Moreover, politics, economy and other components will be no longer be territorial concept, but will go beyond the boundaries, that is why, state-nation model, which was the base for modern welfare states after World War II, can be transformed into something different and it can end the existence of welfare state. However, Scandinavian countries could achieve prosperity and stable economic growth for a long period of time.
Moreover, now many western countries are trying to apply welfare policies in order to achieve development goals. Can the welfare state be the future of the global economy? To find an answer to this question still needs much more time and investigation, but one thing is clear, a welfare state is on a solid basement, and it will continue to grow.

*Keywords: Welfare state, Sweden, comparative analysis*

This paper is supported by EFOP-3.6.3-VEKOP-16-2017-00007 – „Young researchers for talent” – supporting careers in research activities in higher education program.

**A Content Analysis of Fortune 500 Vision and Mission Statements: Identifying Appropriate Document Characteristics and Their Association with Organizational Performance**

*Forest R. DAVID*
*TBD, USA*
*Forestdavid5@gmail.com*

Increasingly today there is a growing need for organizations whether a Fortune 500 firm, a mom and pop business, a university, or a not-for-profit firm to have a clear vision and mission statement as the precursor to a detailed strategic plan. With the current climate of globalization, rapid transfer of information, and technological advancements, many mistakenly believe there is less of a need for a clear vision and mission as firms strive to adapt to survive. As firms are required to adapt more quickly now than ever before, customers are increasingly more demanding and discriminating in their purchasing habits. The latter forces firms to have a clear vision, mission and strategy.

Today there are virtually limitless choices no matter the industry. For example, with automobiles, customers now can purchase cars with almost unlimited features all tailored to specific customer needs. Similarly, in the cosmetic industry there are virtually limitless choices, as is also true in the restaurant industry and countless other areas of business. The days of producing a product that will satisfy the needs of a large percentage of the population are vanishing. These new trends in customer preferences and demands is increasingly forcing organizations to be clear, detailed, well-conceived vision, mission and strategy.

This paper will further develop the vision and mission statement literature and set up a series of 15 propositions that will later become hypotheses for empirically testing the characteristics of vision
statements and mission statements. Additionally, this paper will relate vision and mission statement attributes to firm performance. Specifically, in this paper, five vision and five mission statements included in the most recent Fortune 500 list will be critiqued in accordance with methodology set forth and preliminary statistical results will be tabulated for example purposes of the small sample of vision and mission statements – as a precursor for a much more extensive study on vision and mission statement characteristics most associated with organizational performance.

The contribution of this paper is that it will lay the foundation for an extensive content analysis of vision and mission statements to determine appropriate characteristics of the two documents. This paper will provide preliminary results that should reveal specific characteristics of the documents and their association with organizational performance. Conclusions of this paper will 1) increase management’s awareness of the importance in having quality vision and mission statements, 2) set the framework for determining which attributes of vision statement construction are most linked with performance, 3) provide a framework for determining which attributes of mission statements are most linked with performance, and 4) provide a methodology for evaluating and writing effective mission statements.

Keywords: strategic management, vision statements, mission statements

Types of Sharing Economy: Advantages and Disadvantages

András NÁBRÁDI
University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary
Partium Christian University, Oradea, Romania
nabradi.andras@econ.unideb.hu

Tünde PINTÉR KOVÁCS
University of Debrecen, Faculty of Economics and Business, Károly Ihrig Doctoral School of Management and Business, Debrecen, Hungary
tunde_kovacs2005@yahoo.com

The aim of the study is to present the types and trends of the most popular economic model: the sharing economy. Also the aim of it to assess the advantages and disadvantages of services offered and consumed in this way for the economy and society as well. Based on literary sources, it groups and systematizes the areas of the sharing economy and, as a result of primary data collection, also supports examples of different types, which, besides the international market, also focuses on the market of the community economy in Hungary and Romania. The study distinguishes three major types of sharing economy followed by further subdivisions.
It also deals with the advantages and disadvantages of a novel type of collaboration, using additional secondary resources, complemented by other experience factors, explanations from the Romanian and Hungarian economic life. After weighing the identified advantages and disadvantages factors using a weighting method, an order of priority has been defined to make it easier to understand, interpret, and manage.

**Keywords:** sharing economy, novel type of collaboration, grouping, advantages and disadvantages

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**Evolution of family businesses – a 3D theoretical approach**

**Júlia TOBAK**  
*University of Debrecen, Faculty of Economics and Business Administration, Debrecen, Hungary*  
julia.tobak@econ.unideb.hu

**András NÁBRÁDI**  
*University of Debrecen, Faculty of Economics and Business Administration, Debrecen, Hungary*  
*Partium Christian University, Oradea, Romania*  
andras.nabradi@econ.unideb.hu

According to international literature there are many researches about family businesses. Examining and evaluating these kinds of businesses is a complex task because it is hard to take into account every influencing factors which have an impact on the operation of family businesses.  
The purpose of this study is to present a new method which is applicable to measure the development of family businesses from three dimensions: (1) family, (2) business and (3) ownership.  
This theoretical approach facilitates to measure the progress of family businesses and can show the current status of different family businesses from the three descriptive aspects. With this method it would be possible to make international statistical comparative and cross-sectoral analysis of family-owned enterprises.  
The three attributes of family businesses may be measured, evaluated and analyzed separately and/or in combination. It is suitable for doing aggregated analysis of one or more companies. The (1) family dimension presents which generation/generations operates the business.  
The dimension of (2) business shows the level of separation of tasks between family and non-family members and gives an answer how the management and the ownership functions are separated.
The (3) ownership dimension shows the ownership state of examined businesses and can clarify the stage of the ownership structure. According to the third dimension it is possible to classify the companies into three types: autonomous, partner and linked. The simultaneous or separate examination of dimensions can assist to family businesses to measure their own status. The TONA model is applicable to measure the evolution of family businesses and can show the differences between sectors or countries in an illustrative way.

Keywords: dimensions, method, comparative analysis, TONA model

Methodology of the External Environmental Analysis as a Part of Strategy Planning

Beata BITTNER, Hajnalka MADAI, Adrian Szilard NAGY, András NÁBRÁDI, Forest DAVID
University of Debrecen, Faculty of Economics and Business, Institute of Applied Economics, Department of Business Management, Debrecen, Hungary
bittner.beata@econ.unideb.hu

The main task of strategic planning is to recognize and respond to the opportunities of the organization in time, and to develop a systematic action program with a systematic approach to analyzing their risks. Successful strategy-making is a success factor of proper strategic thinking. The market environment has changed significantly in recent years. Due to globalization, market concentration, rapid flow of information and technological advances, competition is increasing in all industries. Due to the above changes, the overall strategic planning has also come to the fore. The strategic thinker should coordinate the procedure to monitor the state of the company, recognize the dangers and opportunities outside the company, in this regard intuition skills are paramount. The development and formulation of the strategy begins with the definition of the business vision and the business mission. These are subordinated to analyze that seek to understand the firm's strategic position. The external environmental analysis should be performed from the macro environment through the operating environment to the micro environment. The internationally well-known and recognized STEP analysis, the Porter 5 forces model and the external factor evaluation matrix also help in this.

The reason for writing this paper, that changes in the external environment nowadays have created businesses and conditions in which methods of analysis are not always interpretable in the classic way. The authors present the internationally recognized method of strategic planning with particular regard to the methods of external environmental analysis highlighted the special cases.

Keywords: strategic planning, external assessment, STEP, Porter 5 forces model, EFE Matrix

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The market environment has changed significantly in recent years. Globalization, market concentration, rapid flow of information and technological advancement make increase competition in all industries. The previously commonly used the company, recognize the threats and opportunities outside the company, in this regard intuition skills have outstandingly importance. In this article, the authors present the importance of strategic planning and its connection to traditional planning and its differences. After that, the paper presents the internationally recognized strategic planning method, its steps and the quantitative approach was replaced by the emphasis on quality. The significant changes in the economic, social and natural environment require more responsible mentality and forcing companies to make more responsible decisions. Planning periods have been shortened. Due to rapid changes plans have to become dynamic and multiple controls and feedback have required at the planning stage. Due to the above changes, the overall strategic planning has also come to the fore. The main task of strategic planning is to recognize and respond to the opportunities of the organization in time, and to develop a systematic action program with a systematic approach to analyzing their risks. Successful strategy-making is a success factor of proper strategic thinking. This affects the company’s framework of the strategy. The strategic thinker should coordinate a procedure to monitor the state of relationship of each step and its interrelation in particular the internal assessment methods. The development and formulation of the strategy begins with the definition of the business vision and the business mission. These are subordinated to analyze that seek to understand the firm’s strategic position. After that, the possible strategic directions can be selected. After selecting the strategic direction (s), the long-term objectives of the organization should be recorded. Knowing the objectives, possible strategic options should be considered and analyzed. The final step of planning is the strategic choice that will help the organization decides which version or variations will be used in the implementation phase. The method described above provides a framework that can be applied not only at company level, but also at a sectoral, national, but individual level, as well.

Keywords: business strategy, strategic planning, internal analysis and audit
The application of the Hadoop ecosystem and IoT devices in agricultural production

Mihály TÓTH
University of Debrecen, Faculty of Economics and Business
University of Debrecen, Károly Ihrig Doctoral School of Management and Business, Debrecen, Hungary
toth.mihaly@econ.unideb.hu

Róbert SZILÁGYI
University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary
szilagyi.robert@econ.unideb.hu

The optimization of agriculture production is an important aspect of sustainability. Moreover, it’s necessary to fulfil the demand of the increasing population, higher quality standards as well as to improve economic efficiency and reduce the environmental impact. In order to develop reliable forecasts and plans, decision support is a critical factor, influenced by the available data. The quantity of the data, describing a production process or the market is increasing due to the information technologies, while their structure is constantly changing, making it challenging to identify relevant information using regular methods in order to support decision making and to improve productivity. Therefore, the role of the Big Data concept must be considered to effectively import, store, manage, process and analyze data.

During previous research, the main highlight aimed towards system development, including custom IoT (Internet of Things) systems and modular sensor networks for data acquisition, ETL algorithms for data transformation, relational databases for measurement and production-related data storage, as well as management applications. At that time, the main goal was to provide a standardized reference system for data acquisition, visualization, and analysis during various experiments in agricultural production. However, to determine further options and to enhance the usability, I’ve found it important to examine the possibilities of the emerging Hadoop ecosystem, using the existing system as the primary data source of the cluster, considering to the integration of three-dimensional environmental data, describing a greenhouse. Furthermore, an initial non-relational database was also developed, mainly containing secondary statistical data thus, the utilization of parameters stored in a different structure could also be tested. The main analytical possibilities were foremost determined using
quantitative bibliometric analysis from a practical viewpoint, then some of the most relevant methods have been selected to test the system. In addition, the research provides a comparison, examining the possibilities that the multifunctional Hadoop ecosystem is capable to provide over the custom developed solutions for decision support, considering the information requirement of agricultural production.

**Keywords:** data management, decision support, agriculture, IoT, Hadoop

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**E-services are the latest status symbols?**

**Adrián CSORDÁS**  
*Department of Business Informatics, Faculty of Economics and Business, University of Debrecen, Hungary*

[csordas.adrian19@gmail.com](mailto:csordas.adrian19@gmail.com)

In this study, I examined the connection between the level of education and e-services by the EU Member States between 2015 and 2017 based on data of OECD and Eurostat. I wanted to know, is there any relationship between the level of education and the level of digital competence. I realized the correlation between them, but there is no clear correspondence. Digitally unqualified individuals are mostly among those with primary education who also provide a significant proportion of the unemployed. Individuals with average digital competence tend to have at least secondary education, while those with tertiary education are most likely to have above-average digital competence. There is a correlation between the GDP spent on education and the level of digital competence. This means that by increasing money, the number of unskilled people is decreasing, while the number of individuals with average and above-average digital competence increases. The extent of this release is clearly different between developed countries and developing and underdeveloped countries. I have experienced quite large differences in the use of e-services between groups with different qualifications. I can say, partly in support of the results of other researchers, partly in the opposite view, that electronic services are mainly used by the members of the most educated group. This observation is particularly important for the use of e-government. It is important to emphasize that the size and distribution of the sample that is the basis of the research are not known, so there may be differences and inaccuracies. It would be worthwhile to repeat the survey by age groups and given known distributions so that a more accurate picture of social groups could be drawn. It should be borne in mind that because of the benefits of the wide social network live the pensioners even longer and presumably they are the members of the most digitally unqualified group. For this reason, it would be
worthwhile to look specifically at the retired age group, since if the assumption is correct, then by training this group, the number of users of electronic services could be increased and the digitization speeded up.

*Keywords: e-services, e-government, NetBank, digital competence*

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**Dropping out – Hungarian experiences at vocational training**

_Imola CSEHNÉ PAPP_
_Eötvös Lóránd University, Budapest, Hungary_
_papp.imola@ppk.elte.hu_

_Mária HÉDER-RIMA_
_Institute of Management and Organization Sciences, Faculty of Economics and Business, University of Debrecen, Debrecen, Hungary_
_heder.maria@econ.unideb.hu_

_Krisztina DAJNOKI_
_Institute of Management and Organization Sciences, Faculty of Economics and Business, University of Debrecen, Debrecen, Hungary_
_krisztina.dajnoki@econ.unideb.hu_

The proportion of people with low school qualification remains significant in Hungary, which not only makes it difficult for them to enter the current labor market but may also exclude them in the long term. For the increasing number of people with a low level of education, dropping out seems to be one of the most common reasons. Prevention as a determinative measure can provide answers to this problem. The study focuses on the issue of secondary school drop-out. The results of the study were based on the methodology of questionnaire surveys and semi-structured conversation. Based on the information obtained from the survey, this study continuously presents the results connected to conditions of drop-out and compensatory measures. The results of the study highlight the significant effects of school and family, including previous school experiences, influence on the place of residence, the labour market status. The conclusions drawn from the results address the topic in a practical way and provide an opportunity to develop a possible action plan to prevent drop-outs.

*Keywords: labour market, return to education, school qualification, development*

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Digitization of Hungarian food companies from a survey perspective

Attila Sándor DEBRENTI  
*University of Debrecen (PhD student)*  
[debrenti@gmail.com](mailto:debrenti@gmail.com)

Efficient use of resources, reduction of losses and increase of productivity play an important role in increasing the competitiveness and efficiency of food enterprises. This requires continuous innovation based on background research and activities of development in this domain.

In order to accelerate industrial processes, businesses need to change technology or adapt digitization technologies. This will entail the digital transformation of the business or the strengthening of digitalization. However, to do this we need to know the state of businesses.

Digitization is one of the defining directions of the future, which also brings new dimensions to the food economy. That is why I felt it important to study the level of digitization of Hungarian food companies, the IT infrastructure and Internet usage, the use and role of enterprise management systems, decision support and business analysis tools, as well as their readiness to change the technology of Industry 4.0. According to the survey, most businesses need a digital strategy.

*Keywords: Food sector, Hungary, Digitalization, DSS technologies, Industry 4.0*

Developing Computational Thinking Skills for Economics and Business Students

Viktor László TAKÁCS  
*University of Debrecen, Faculty of Economics and Business, Institute of Applied Informatics and Logistics, Department of Business Informatics, Debrecen, Hungary*  
[takacs.viktor@econ.unideb.hu](mailto:takacs.viktor@econ.unideb.hu)

Katalin BUBNÓ  
*University of Debrecen, Doctoral Council of Natural Sciences, Doctoral School of Mathematical and Computational Sciences, Debrecen, Hungary*  
[kbubno@lib.unideb.hu](mailto:kbubno@lib.unideb.hu)

Mária CSERNOCH  
*University of Debrecen, Faculty of Informatics, Department of Computer Science and Library and Information Science, Debrecen, Hungary*  
[csernoch.maria@inf.unideb.hu](mailto:csernoch.maria@inf.unideb.hu)
Nowadays, Data Scientist is one of the most sought-after professions. Nevertheless, tertiary education seems to respond slowly to the growing demand on the market, and there is still relatively little training on the field of data science. Our aim is to detect and develop the critical skills of data sciences for undergraduate students in economics. If they are interested in the topic, they can orient themselves towards data sciences during their further studies. In our research we detected three main skills, namely, computational problem solving, analytical thinking, and system approach. These are defined and described as skills which effectively can be developed with high-mathability teaching approaches and are key competencies of Data Scientists or Data Analysts. Furthermore, we examined the overlapping between computational thinking and the mentioned skills above.

In this paper our goal is to present an introductory teaching approach to help Economics and Business Students to understand the main business questions, formalize the questions correctly, find computer-based solution, and discuss/debug results. The main tasks for a debutant Data Analyst are to create dynamical visualization and report, based on datasets, which are actually an unfolded OLAP cubes (On-Line Analytical Processes). Microsoft Excel contains OLAP elements and this fact would greatly democratize data sciences, allowing anyone to learn the basics of OLAP technology via one of the most well-known application software in business and administration area. However, to use this simple but powerful tool effectively and efficiently, students must learn basic data transformations and data enrichment methods, which is the primary feature of high-mathability problem-solving approaches.

**Keywords:** OLAP, data science, computer problem-solving, high-mathability teaching approaches, knowledge-transfer

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**Talent Management: Systematic Review**

**Kriszitina DAJNOKI**

Institution of Management and Organisation Sciences, Debrecen- Hungary  
dajnoki.krisztina@econ.unideb.hu

**Maha DALAHMEH**

Institution of Management and Organisation Sciences, Debrecen- Hungary  
Mahalutfi87@gmail.com

Talent Management (TM) has become one of the key strategic issues for managers in global organizations. Despite the importance of talent management, research in the area of it in this context still small, particularly conceptual research. This article tries to address this gap by providing a theoretical rationale for the difference between talent management practices and human resource practices; and exploring the most common practices.
of the notion of talent management conceptualized in firms and enhance the understanding of the
talent management definition and practices through built theoretical framework to clarify the main
perspectives and practices.
This article depends on analyzing Literature through using a large amount of literature on the Internet
and libraries and browses domestic and foreign journals or professional academic research materials
on professional talent management, conducting analysis and research on such issues as talent
management definitions, talent importance and practicing.

Keywords: Talent management (TM), Human Resources Management (HRM).

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The role of career and knowledge management in retention

Réka SZONDI
Károly Ihrig Doctoral School in Business Economics and Organizational Studies, University of Debrecen,
Hungary
szondi.reka@econ.unideb.hu

Roland FILEP
Károly Ihrig Doctoral School in Business Economics and Organizational Studies, University of Debrecen,
Hungary
filep.roland@econ.unideb.hu

Rapid response to changing environmental challenges plays a key role in maintaining competitiveness.
For HR, achieving employee loyalty is one of the most important tasks that can solve the difficulties of
the labour shortage. Retaining key workers is a growing problem today while attracting the right
talented workforce to the organization is critical. Employee satisfaction influences the level of loyalty,
with the necessary recognition and appreciation of the individual’s work, clear goals and expectations
and the existence of a supportive organizational culture. Organizations’ workforce retention
capabilities are often linked to managerial attitudes, to the quality and systematic development of HR
systems. The old and new functions used are closely related and have a significant impact on each
other. The purpose of this study is to summarize and support, based on international literature and
research, the importance of two key functions, career and knowledge management, for retention. As a
result of the research, it is possible to determine the advantage of applying the two key functions in
retention management, and the difficulties and risk factors arising during the process can be defined.
If the company does not focus on motivating its employees, it will significantly increase its costs as
well as the time and energy invested in recruiting and selecting new employees. As a conclusion, in addition to expanding the use of HR functions, successful loyalty increasing techniques include a career plan that supports both individual and organizational goals and an organizational culture that encourages knowledge sharing.

**Keywords:** career management, knowledge management, retaining, labour market, workforce

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**Corporate Social Responsibility through the example of UPC Magyarország Ltd.**

**Krisztina TÓTH**
*University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary*
*krisztina.toth1997@gmail.com*

**Tünde CSAPÓNÉ RISKÓ**
*University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary*
*risko.tunde@econ.unideb.hu*

Corporate social responsibility (CSR) is a self-regulating business model that helps companies be socially accountable. It is an evolving business practice incorporating sustainable development into the business model of a company. It has a positive impact on social, economic and environmental factors. To engage in CSR means that, in the everyday business practice, a company is operating in a way that enhances society and the environment, instead of contributing negatively to them. CSR is a broad concept that can take many forms depending on the size and activity of the company. Through CSR programmes companies can benefit society while boosting their own brands. CSR is equally important and valuable for the communities and the companies.

The objective of this paper is to study the CSR activities of UPC Magyarország Kft. UPC Magyarország Kft. is the subsidiary of Liberty Global that operates in 12 European countries and in South America, as well. We wanted to study what this company does for the society, environment, its employees and for other social and sustainable goals. Both secondary and empirical researches have been conducted. With the empirical research (online survey) we wanted to find out the informedness of our respondents (N=312) on CSR, their opinion on the certain forms of CSR in general and in case of UPC Magyarország Kft.
The first question of the questionnaire was a filtering question asking the respondents if they have already heard about CSR. 67.3% of the respondents (210 persons) answered ‘yes’. From this question, respondents answering ‘yes’ had the opportunity to fill in the questionnaire, thus the sample size decreased to 210. The results show that taking care about employees and environmentally responsible operations are the two most important fields of CSR by the opinion of the respondents. 62.9% of respondents are UPC clients. UPC runs several CSR programmes in Hungary, but 51.4% of the respondents does not know anything about these programmes. The main reason of this is the not efficient of communication of CSR activities.

*Keywords: corporate social responsibility, management, business*
An investigation of the relation between supervisory safety and health at work communication and workers’ safety and health at work behaviour

Geanina Constanța SPĂTARU (PRAVĂȚ)
Doctoral School of Economics and Business Administration, “Alexandru Ioan Cuza” University of Iași, Romania
constanta_pravat@yahoo.com

Prof. habil. Florin-Alexandru LUCA, Ph.D.
“Gheorghe Asachi” Technical University of Iași, Romania
florin.alexandru.luca@gmail.com

Safety and health at work communication (SHWC) within an organization could make the difference between life and death. Previous studies stated that the workers’ safety and health at work behavior (SHWB) could be influenced by safety and health at work communication. The present study was conducted in order to investigate the workers’ perception regarding the SHWC with their supervisor and the correlation between supervisory SHWC and workers’ SHWB. The concepts were operationalized in terms of Top-down SHWC and Bottom-up SHWC, as dimensions of supervisory SHWC, respectively safety and health at work Participation-SHWB and safety and health at work Compliance-SHWB, as two dimensions of workers’ SHWB.

The study was conducted in 9 companies carrying out activities in the construction field of activity and the data was collected through questionnaires distributed to workers.

The analysis of the data highlights a positive relationship between supervisory SHWC and workers’ SHWB.

The results of the study provide useful information which could help managers or safety specialists from construction companies to improve workers’ safety and health behavior, based on communication with their supervisor.

Keywords: safety and health at work communication, safety and health at work behavior, marketing, safety communication
Marketing opportunities of local products in the catchment area of Csíkszereda town

Emőke Katalin PÉTER
Sapientia Hungarian University of Transylvania, Miercurea Ciuc, Romania
peterkatalin@uni.sapientia.ro

Due to the geographical circumstances of the settlements belonging to Csíkszereda’s catchment area and to the agricultural tenure system entailed by these, the majority of farms are small family farms often smaller than five hectares preserving the tenure system formed after the change of regime. We are witnessing the reinterpretation and the increasing market penetration of the local products and the traditional local markets. Our aim is to reveal how the farmers’ inherited and acquired knowledge influence their attitude towards the market and their economic decision making.

Making use of artificial intelligence methods we scrutinized producers and small farms marketing their products on a local level, benefiting from the opportunities offered by local markets, and at the same time, we analyzed the variables characterizing these farms and determining their future. Since production in our region mostly happens on small farms, their labor force and economic development, their opportunities and future plans are strongly linked to the future of our region.

The method applied here approaches the problem from a different angle and can result in formulas and decision trees that could not be revealed with traditional methods.

Keywords: producers, farmers’ vision, qualifications, data mining

Marketing challenges in healthcare

Alina-Mihaela BUSUIOC
Transilvania University of Brașov, Romania
alina.filip@unitbv.ro

Florin- Alexandru LUCA
Technical University “Gheorghe Asachi” of Iași, Romania
florin.alexandru.luca@gmail.com

Alina-Costina LUCA
University of Medicine and Pharmacy “Gr. T. Popa” of Iași, Romania
acluca@yahoo.com
The importance of marketing in the field of health services is a major one in the current socio-economic context, especially since specialized studies prove that it is different from marketing in other fields through different philosophies and techniques that it carries. The medical marketing implies a unique approach, with some different features from other economic fields. One factor that makes marketing of health services to be different is the complexity of the demand for health services and the actors to whom they are addressing. Despite the barriers in using the marketing in the field of health services, in recent decades has been made significant progress in using marketing tools as a full function of health care organization.

The lack of knowledge about the specificity of the marketing of healthcare services and the level of reluctance on the part of society have led to a difficult process until marketing has been considered as an instrument for the health services market. The development and evolution of marketing in the healthcare services reflects the changes made in the society overall, the development trends in the EU health and care sector and the attitudinal changes in the health services beneficiaries. A careful analysis of them can determine the role of marketing in the continuing development of medical services.

The main objective of the present study is to present and analyze these progresses in the field of medical services marketing, the steps of their realization as well as the main effects in the field. We will equally analyze the main aspects of the factors that impede the development of marketing in the healthcare system.

Our research also discusses the main elements of the evolution of marketing in the field of health services, such as: the appearance of competition on the health services market, the growth of consumers exigency for healthcare services and medical care, the creation of new services and health programs, the growth of the variety of elective medical procedures provided by practitioner specialists.

Keywords: marketing, healthcare services, consumer, patient.

Online Communication of Higher Education Institutions as a Signal: Content Analysis of News Published on Institutional Websites and on Facebook

András István KUN
University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary
kun.andras.istvan@econ.unideb.hu

Marietta KISS
University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary
marietta.kiss@econ.unideb.hu
Our exploratory research investigated a rarely examined component of the online marketing behavior of higher education institutions (HEIs) on a sample of doctoral/research universities (DRUs) and liberal arts colleges (LACs) from the USA. Applying content analysis as research strategy and simple statistical methods we examined the news available on the start page of the websites \((N = 300)\) or on the Facebook profiles \((N = 278)\) of the institutions by their topic areas. Our main research aim was to identify any difference between universities and colleges as well as between the highest and lowest ranked institutions. Our hypotheses were grounded in the signaling theory of the economics of asymmetric information that has a long history in the scientific literature of marketing. The theory suggests that on markets, where the buyers could not check the product or service quality prior to the purchase, the suppliers of higher quality goods can provide quality signals through investing in actions that are less risky for them compared to the sellers of lower quality goods. Higher education does typically falls into this category of markets. Our findings have supported our hypotheses. We have identified statistically significant differences in the frequencies of topic areas among the webpage as well as among the Facebook news of DRU and LAC institutions as well as between the higher and lower ranked groups of institutions within both types. Our primary conclusions are that 1) the online marketing activity of higher education institutions supports the theory of signaling, and 2) the marketing management of these institutions should take the above differences into consideration if they would like to provide honest online messages about their quality to achieve a satisfactory long term market performance.

*Keywords: higher education marketing, online marketing, signaling theory, content analysis, websites, Facebook*

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**Motivation for physical activity and dietary supplement usage among Hungarian adults who engaged in sports**

Zsófia NÁBRÁDI
University of Debrecen, Faculty of Economics and Business
University of Debrecen, Károly Ihrig Doctoral School of Management and Business, Debrecen, Hungary
nabradi.zsofia@econ.unideb.hu

Compared to the EU-28 average, Hungary has negative health results in the area of various public health indicators, as well as sports activity and obesity. Meanwhile, dietary supplement intake, interest in healthy eating, and the need for a more physically active lifestyle are increasing significantly. Our
study covers the physical activity motivation and dietary supplement attitudes of adults engaged in active sports. Our 1000-person survey is representative of the Hungarian population by age, gender and region. According to our survey, over one-third (37.4%) of the adult population consumes dietary supplements and nearly same (36.1%) are engaged in sports activities. Our analysis shows that adults, who exercise regularly, consume much more dietary supplements than those who do not. We restricted our study sample to individuals who frequently engage in sporting activities. The key question in our research is what differences can be found between those who take dietary supplements and those ones, who do not use these products, along the lines of motivation for our active lifestyle respondents. A total of 30 factors were investigated. There was a difference in fitness, happiness, appearance, and social life, whereas the acquisition of new skills or the development of earlier skills did not show a significant relationship between the two groups. Our research, on the one hand, reveals the physical activity motivation of the population among active adults consuming sports and, on the other hand, examines the attitudes towards dietary supplements.

Keywords: motivation for physical activity, dietary supplement

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Personal branding in team sports marketing

Ketrin SZIKSZAI-NÉMETH
University of Debrecen, Debrecen, Hungary
ketrinnemeth@gmail.com

Nowadays, there is almost no event, no advertisement, without a face of at least one famous person. The involvement of a consciously built personal brand in the promotion is almost inevitable, whether it be a medicine or eyewear brand, or a complete political party. Marketing also plays an increasingly important role in sports. Recently, several researchers have focused on building a personal brand for athletes. The primary purpose of my current research is to demonstrate how a sports team can pursue a marketing strategy based on personal branding. I would like to examine the change in the number of followers, the profitability of conscious selection and subsequent brand building, and the relative effectiveness of its steps.

During my empirical study (a 21-day test period), I posted 9 personal branding posts on the Facebook page of the University of Debrecen’s Athletic Club’s Hockey Team, which were promoted by paid advertisements. To measure the results, I used data from the site and compared them to the metrics of the three 21-day cycles prior the experiment.
After the period under review, the number of hockey team’s followers on Facebook has more than doubled. Even taking into account the organic impressions (The number of times any content from/about the Team’s Page entered a person’s screen through unpaid distribution,) alone, the increase was still more than 120%, and the standard deviation of these appearances fell from above 100% on average to below 50%. The number of engaged users (The number of people who engaged with the Team’s Page. Engagement includes any click or story created.) peaked and rose on average and became more balanced. The success metrics for the 9 posts have shown that if you are looking to increase the number of impressions, it is advisable to address current events, the star player’s performance and content provoking positive emotions in your posts. As teams strive to build engagement, it’s worth sharing – even more than what’s been suggested so far – private posts about the chosen athlete’s performance outside the field. Earlier research and my empirical study confirm that a strategy based on the players’ personal branding is rewarding and can increase both the follower base and the commitment to the team.

Keywords: sports management, sports marketing, strategy, communications, personal branding

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Analysis of eating habits among call words

Virág Ágnes KISS
University of Debrecen, Faculty of Economics and Business, Institute of Marketing and Commerce, Debrecen, Hungary
kiss.viraq.agnes@econ.unideb.hu

András FEHÉR
University of Debrecen, Faculty of Economics and Business, Institute of Marketing and Commerce, Debrecen, Hungary
feher.andras@econ.unideb.hu

Mihály SOÓS
University of Debrecen, Faculty of Economics and Business, Institute of Marketing and Commerce, Debrecen, Hungary
soos.mihaly@econ.unideb.hu

Zoltán SZAKÁLY
University of Debrecen, Faculty of Economics and Business, Institute of Marketing and Commerce, Debrecen, Hungary
szakaly.zoltan@econ.unideb.hu
Nowadays, the use of different phrases in the food industry is becoming more and more popular, due to increasing consumer awareness. Increasingly, health protection and increased quality and quantity of meals are being viewed by a growing group of consumers. Our diet has become a very important risk factor in recent years, so the importance of testing it is indisputable.

The focus of our research was a survey of the food shopping attitudes of adults, conducted on a representative sample of 500 people. The sample was primarily analyzed using descriptive statistical methods and cross-tabulation tests. In the questionnaire, we also asked about food preferences and call words that may be important to consumers.

According to our results, a very large proportion of consumers are not concerned about their choices of food due to excessive consumption of sugar, fat or cholesterol, but there is a smaller group who consistently pay attention to this in their daily diet. Besides, some call words are particularly important to them, such as fresh and natural or GMO-free, for which they are willing to pay a premium.

All in all, consumer expectations are constantly changing – taking into account trends over the past decades – towards a more health-conscious attitude, especially among those with better financial backgrounds and high school qualifications, which provides an opportunity to strengthen prevention processes in the health sector and for the corporate sector.

*Keywords: health, food consumption, call words*

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**Market orientation among Hungarian food- and health industry**

**Bence KOVÁCS**  
*University of Debrecen, Faculty of Economics and Business, Institute of Marketing and Commerce, Debrecen, Hungary*  
[kovacs.bence@econ.unideb.hu](mailto:kovacs.bence@econ.unideb.hu)

**Virág Ágnes KISS**  
*University of Debrecen, Faculty of Economics and Business, Institute of Marketing and Commerce, Debrecen, Hungary*  
[kiss.virag.agnes@econ.unideb.hu](mailto:kiss.virag.agnes@econ.unideb.hu)

**Zoltán SZAKÁLY**  
*University of Debrecen, Faculty of Economics and Business, Institute of Marketing and Commerce, Debrecen, Hungary*  
[szakaly.zoltan@econ.unideb.hu](mailto:szakaly.zoltan@econ.unideb.hu)
The competitiveness of food- and health companies have got national strategic importance. A key indicator of competitiveness is the market orientation of companies, which shows us how connected the company as an entity and the market as a system to each other in a competitive market economy. The basis of the primary research was a survey representative by firm size and scope of activity, conducted among the marketing staff (or in the absence of this, the executives) of 250 firms, queried by interviewers. The market orientation was defined by the internationally validated MKTOR scale. The customer orientation, the competitor orientation and the interfunctional coordination were measured, examined and compared in both sectors.

The relationship between market orientation, business performance and customer satisfaction was tested by Pearson correlation coefficient and t-test, which resulted in the revealing of a positive, significant relationship between the level of market orientation, the performance and the customer satisfaction of the firm. Furthermore, the food- and health industry was compared by these factors and connections, so we found essential differences between these two sectors.

In the research we focused on the adaptation of results. After that, some areas of the sectors were highlighted, which need improvement of competitiveness, efficiency and customer satisfaction.

Keywords: market orientation, sustainable growth, food, health

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The existence of local governance is a fundamental part of democratic systems. In most developed countries, territorial local government is responsible for providing a significant number of public services, and this is why a large number of states have reformed their institutional arrangements by shifting political power and fiscal autonomy over lower levels of government in the past decades. Fiscal decentralization in many countries led to fragmentation of the territory and to the deepening of interregional disparities, which were mainly due to the large variability of the tax potential of individual entities and other constraints, whether internal or external. The aim of contribution is to examine in detail the individual indicators of economic development of local governments from the point of view of financial health. In addition, we evaluate how these determinants interact and how are they influenced by other factors. In this way we can demonstrate the links that are not taken into account in classical benchmarking. In order to achieve these objectives, we apply cluster analysis, correlation and regression analysis methods. We apply this methodology on the local governments in Slovakia and data are analyzed for the period 2009–2015. Based on the results it can be stated that all indicators of financial health and management currently used under the conditions of the Slovak Republic are relatively equally important and thus their use for the calculation of composite indicators is an inappropriate method of evaluation of the overall financial health of local governments.

Keywords: local governments, financial and economic indicators, financial health
In well-developed entrepreneurial ecosystems venture capital (VC) plays a major role in the funding of young and innovative enterprises, therefore it is an important element of innovation systems. A number of research papers stated the positive impact of VC on innovation. Spurring innovation is a fundamental reason why governments support VC. The current article focuses on the effect of VC on innovation. The research question is whether innovation activity is a necessary to generate higher growth in case of VC backed firms or not.

We carry out our research by examining the performance of invested firms patenting activity in case of Hungary. The empirical research covers the population of VC backed firms that have obtained capital since 2010 within the framework of the hybrid JEREMIE VC agenda in Hungary. Within the framework of JEREMIE 28 funds were created and approximately 132 billion HUF became available for Hungarian firms in form of VC in 2010-2016. The basis of empirical research is a unique and hand collected database that covers approximately 340 investments. As the examined firms took part in a government backed VC programme in the discussion we dwell on the subject of government backed VC agendas specialties.

In face of empirical evidence innovation activity measured by patents had no significant role in the growth of firms. The results are consistent with international evidence. Innovation is not an inevitable element of firm’s growth especially in those industries that are not close to the technological frontier. In terms of the Hungarian and regional firm’s growth innovation is not a criterion.

Keywords: venture capital, innovation

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The impact of digitalization to the financial sector

Cserne Panka PÓTA
University of Debrecen, Faculty of Economics and Business, Institute of Accounting and Finance, Debrecen, Hungary
pota.plazma@gmail.com

Patrícia BECSKY-NAGY
University of Debrecen, Faculty of Economics and Business, Institute of Accounting and Finance, Debrecen, Hungary
becsky.nagy.patricia@econ.unideb.hu

Present-day consumer society increasingly satisfies its needs through digital channels, of what financial products and services mean no exceptions. The 4th industrial revolution is not only about the penetration of technology, but also the paradigm shift of business processes. Highlighting some innovations and phenomena the application of which could be crucial concerning financial culture: blockchain technology, artificial intelligence, robo advisory, business intelligence, GAFA phenomenon, instant payment, QR-code based payment solutions.

In order to simplify and accelerate processes, banks use the methods of digitalization, and automatize to increase client satisfaction. Worth mentioning for instance the online comparable offers or the opportunity of videobank account opening. Also, online administration, credit offers and lending are already available for clients.

The purpose of our research is to introduce the conditions having impact on the financial sector, to review its current status and finally to demonstrate how financial institutions react to the challenges. Conducting primary and secondary research we focus chiefly on the behavior of banks operating in Hungary. With the help of questionnaires and personal interviews with professionals involved – mainly bank managers –, our goal is to analyze the situation, draw conclusions and present suggestions regarding the digitalization strategy of banks.

We experience an international rise of digitalization, in which the members and clients of the financial sector face different generational challenges. The accelerated digitalization and the penetration of FinTech and BigTech companies force the banks to change in step. Also, a regulatory environment full of challenges and potentials evolved.

The topic of our research is a current issue because the digitalization and the continuous innovation turned the financial sector upside down and enhanced the competition among its members. The breaking in of innovators to the financial market increased the number of competitors. These changes influenced the expectations of consumers: costumer experience became the main criteria of their decisions. The traditional members of the financial sector must adopt to the digitalized world, the innovative solutions and the technological changes in order to keep their positions in the market and
to stay in the ring. The penetration of BigTechs and FinTech startups brought along an obvious shock to the business life of the sector.

Keywords: digitalization, financial services, FinTech, GAFA

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Controlling Tools for Decision-Making in Micro, Small and Medium-Sized Enterprises

Vilmos LAKATOS
University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary
lakatos.vilmos@econ.unideb.hu

The stability and predictable development of micro, small and medium-sized enterprises (MSMEs) have a great importance to both business owners and employees, who are the primary stakeholders in these businesses. Adaptation of businesses to the ever-changing economic environment is not the only one of the preconditions for predictable development, but the optimal harmony of resources between the company and its environment must be created too to ensure the conditions for efficient and competitive operations.

Controlling manages information primarily from resources, and by managing input information, it can provide “news” for the management with new content that helps them make well based decisions, even strategic even on an operational time horizon.

At the same time, micro, small and medium-sized enterprises also have up-to-date information – primarily on the cash flow situation – but do not produce more complex financial information themselves because they do not usually have this type of knowledge. More sensitive and responsive MSME’s managers undertake financial education and spend time on financial analysis, which can support their decision-making processes.

The purpose of the study is to compare small and medium-sized enterprises whose management uses decision-making processes based on financial analysis to a varying degree and how it is related to the development of a company’s capital, financial and income situation.

I collected data about the economic and financial knowledge of the managers of micro, small and medium-sized enterprises, as well as the planning and analysis activities applied in the course of their business with a questionnaire consisting of closed and partially open questions, supplemented by time series data from financial reports of enterprises. I compared the existence of controlling knowledge
and the economic performance data of the companies over the past 5 years with a correlation method, and based on these I made conclusions regarding the decision-making of the examined companies based on their planning-analytical knowledge.

*Keywords: controlling, MSME's, managerial financial attitude and knowledge, decision making*

**Comparative performance analysis of Hungary and its five neighboring European Union member countries**

Veronika FENYVES  
*University of Debrecen, Faculty of Business and Economics, Debrecen, Hungary*  
fenyves.veronika@econ.unideb.hu

Batchimeg BAYARAA  
*University of Debrecen, Károly Ihrig Doctoral School of Management and Business*  
*University of Debrecen, Faculty of Business and Economics, Debrecen, Hungary*  
bayaraa.batchimeg@econ.unideb.hu

Dóra KEREZSI  
*University of Debrecen, Károly Ihrig Doctoral School of Management and Business*  
*University of Debrecen, Faculty of Business and Economics, Debrecen, Hungary*  
kerezsi.dora@econ.unideb.hu

Tibor TARNÓCZI  
*University of Debrecen, Faculty of Business and Economics, Debrecen, Hungary*  
tibor.tarnoczi@econ.unideb.hu

Traditionally, the performance of companies has been measured according to financial accounts and profit. In contrast with it, in the globalized knowledge economy, performance should be measured consideration with corporate governance, organizational behavior. Nowadays, it is no longer appropriate to use only traditional financial ratios to measure corporate performance. Proper measurement would require some combination of multiple measures at once, which is not an easy thing to realize. We need a complex indicator that makes it easy to compare company performances. In other words, corporate performance should be measured in a versatile and multi-dimensional way. The companies of the new ages will need to be responsive, accountable and adaptable, and yet innovative and proactive. The performance management is based on the current knowledge, the
performance level of the competitors, and on what performance could and should achieve the company.

One of the methods to ensure proper performance measurement can be the Data Envelopment Analysis (DEA), which has undergone enormous development over the past decades. However, the background of DEA is operations research and management science. Management science is concerned with using scientific, mostly mathematical, methods to solve real problems. This means that DEA applications emphasize the model-building because they test models. DEA is a prevalent tool to calculate efficiency scores of firms. Its advantage is its simplicity. The firms analyzed are compared to the most efficient firms, which often are synthetic firms creating from a linear combination of reference firms. The method is nonparametric because there are no assumptions on functional relations between inputs and outputs have to be made. The DEA method has been used in the analysis of many fields in recent years, and it has been the subject of several publications in the international literature. DEA estimates efficiencies or inefficiencies in both inputs and outputs for every decision-making unit (DMU). The most efficient DMUs is looked upon as the benchmark for calculation of the relative efficiency of total DMUs. The goal of an efficient company is to maximize the output according to a given amount of input or to minimize the input according to a given amount of output. This analysis uses a relative concept of efficiency.

The study analyses Hungary and its neighboring EU member states, which were formerly socialist countries. Five countries are fulfilling the previous criterion (Croatia, Hungary, Romania, Slovakia, Slovenia), of which Slovenia had to be excluded from the analysis because their database was too incomplete. The database includes the companies with the highest revenues in 2017 and which have financial statements for the years 2013-2017. On this basis, a total of 2258 companies were included in the analysis.

The value-added and the after-tax profit of the companies were used as output variables of the performance measurement. For the sake of comparability - taking into account the differences in size - the values of both variables were examined concerning revenues of sales. A general statistical analysis of the data by country revealed that the annual average values of the value-added/revenue of sales ratio show a balanced picture with a very narrow confidence interval in a 95% probability level in case of Croatian and Romanian companies. However, for Hungarian and Slovakian companies, the annual average values were more volatile, and the 95% confidence intervals were also much wider. The latter result can mean that Hungarian and Slovakian companies are, overall, at higher risk than Croatian and Romanian ones. In the case of Croatian and Romanian companies, after-tax profit/sales revenue ratio followed the same trend as value-added/sales revenue ratio. Hungarian and Slovakian corporate values are also more volatile, but the worst is the case for Hungarian companies.

To measure performance, we used the efficiency coefficient what was calculated as a relative efficiency score by DEA. Efficiency scores were calculated annually, first for all countries and then separately for each country. To calculate the efficiency scores, fixed assets, material expenses, personnel expenses and financial expenses were used as input variables. The value-added and after-tax profit values were used as output variables which were analyzed previously. For the course of
calculating DEA, companies are considered as the decision-making units. Efficiency scores are calculated annually and by country. Using the results obtained, we also calculated the average efficiency score over the years. From the results, frequency tables were formed and used as a basis for comparing countries, what was performed by using variance analysis. Based on the analysis of variance, there is a statistically significant difference between the examined countries based on the performance scores.

We also used the so-called bootstrap method to more accurately determine efficiency points. The bootstrap method is a general computer-based statistical tool for calculating the accuracy of statistical estimates. The basic idea of the bootstrap method is to sample the observations with replacements from one’s data set, and hereby create the same size new random data set as the original was. Using this dataset, we can calculate the necessary statistics, called replicates. This process is repeated to create a sample of replicates. Based on this sample, we can draw conclusions about the distribution of the statistics in which we are interested. We can also directly determine the confidence intervals for the statistic using the bootstrap sample. This calculation yields more accurate results than to construct the confidence intervals based on the estimated standard deviation because this technique rests on the assumption that the distribution is symmetric and can be approximated by a normal distribution. This method provides an even more accurate evaluation of the results.

Keywords: performance analysis, Data Envelopment Analysis (DEA), bootstrapping DEA, Malmquist index, Central and East European countries

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Representation of industry-specialties in the International Financial Reporting Standards (IFRS) based financial statements in the case of financial institutions

Ildiko ORBÁN Ms. TAMÁS DÉKÁN
University of Debrecen, Centre of Agricultural and Applied Economic Sciences, Faculty of Applied Economics and Rural Development, Institute of Accounting and Finance, Debrecen, Hungary
orban.ildiko@econ.unideb.hu

The information is a key point in the investors’ decision making processes. In a globalizing and strongly competitive market environment the adequate, up-to-date, reliable and accurate information is inevitable for the companies in order to operate efficiently. The companies listed on the stock exchange must put special emphasis on the measurement of their performance and its presentation in the
financial statements compared to the non-listed companies as the investor’s primary aim is to maximize the returns on their investments. The listed companies must present their financial statements in accordance to the International Financial Reporting Standards (IFRS). The current study focuses on the introduction of some specialties in the IFRS financial statements (statement of financial position, statement of comprehensive income, statement of changes in equity and statement of cash-flows) in the case of financial institutions.

*Keywords: IFRS, financial institutions, information*
In this article we would like to present the production and consumption issues of pork meat in the world. We intend to examine the production and consumption of pork meat from the point of view of the population. The growing population of the world requires an increasing amount of food, especially animal source of protein, i.e. meat. We want to examine how the world can supply the growing population with food, including (pork) meat. The growing population generates ever-increasing consumption from year to year, and may not be able to satisfy it, adequately supplying the population with food, especially meat. Livestock farming, especially extensive animal husbandry, will be less able to produce sufficient quantities of meat for the growing needs.

During the analysis of food (meat) data we would like to present the difference between each continent on both the production and the consumption side. Examining the pork consumption, it should be mentioned the differences in the cultural habits, because the pork meat is the most affected in religious restrictions, regulations. The religious affiliation/identity is basically determined by the food and consumer habits, too. Due to the differences in dietary habits and religious culture, we think that the consumption of pork can be highly variable from country to country as well.

In general, we would like to answer questions about how the world (pork) meat production is going, is the meat consumed in the countries where it is produced (export – import issues), what are the factors that influence (pork) meat consumption (culture and religion impact on pork consumption), and is there enough (pork) meat for the world’s growing population.

Keywords: meat consumption, population growth, sustainability

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Economics of milk production in 2010-2016 – a Hungarian case study

László SZÁNTÓ
University of Debrecen Faculty of Economics and Business, Debrecen, Hungary
szantoo.laszlo@gmail.com

István SZŰCS
University of Debrecen Faculty of Economics and Business, Debrecen, Hungary
szucs.istvan@econ.unideb.hu

László SZŐLLŐSI
University of Debrecen Faculty of Economics and Business, Debrecen, Hungary
szollosi.laszlo@econ.unideb.hu

The Hungarian dairy sector had to face quite a few challenges due to the main global and European events over the past years. Among other things the Russian’s embargo and the abolition of the milk quota system were the key reasons why the milk sales prices drastically reduced in the EU and as well in Hungary in 2015. As a result, many Hungarian dairy farmers – mainly smaller ones – have gone bankrupt and ceased farming.

The aim of the study is to present – as a case study – how the economic situation of Hungarian milk production has changed in the period of 2010-2016 based on a given dairy farm operating in Eastern Hungary.

Data collection was based on data from 2010-2016 and primarily focused on the change in the animal stock, production and technological parameters, input and output prices, and average cost items. Based on the collected data the cost and income situation of milk production in the analyzed farm were determined using a deterministic model calculation. The main indicators of the farm were also compared to the Hungarian and international figures.

During the analyzed period modernization investments were implemented which improved production and financial parameters. The results show that the specific milk yield increased by 7% and the efficiency of human resource use improved by more than 100% between 2010-2016. Production costs increased by 50% between 2010-2014, then declined by 15% by 2016. On the other hand, the sales price in the farm climbed by nearly 40% between 2010-2014, then fell by 21%. Net income was fluctuating during the given period but the production was profitable in the analyzed farm. However, the milk production was unprofitable without subsidies in 5 years.

Keywords: Hungarian milk production, dairy farm, economic analysis, profitability, efficiency

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Economics of egg production in alternative housing systems – a Hungarian case study

Adél Dorottya ERDŐS
University of Debrecen Faculty of Economics and Business, Institute of Applied Economics, Debrecen, Hungary
erdos.adel@gmail.com

Szilvia MOLNÁR
University of Debrecen Faculty of Economics and Business, Institute of Applied Economics, Debrecen, Hungary
molnar.szilvia@econ.unideb.hu

István SZŰCS
University of Debrecen Faculty of Economics and Business, Institute of Applied Economics, Debrecen, Hungary
szucs.istvan@econ.unideb.hu

László SZŐLLŐSI
University of Debrecen Faculty of Economics and Business, Institute of Applied Economics, Debrecen, Hungary
szollosi.laszlo@econ.unideb.hu

In the European Union besides modified cage system the alternative technology systems represent more and more market share, although the proportion is different in each member states. In Hungary 70 percent is the rate of hen stock produce in cage systems at present but is estimated the increase the market shares of alternative systems in the future. Nevertheless, it is worthwhile dealing with economic aspects of egg production in alternative technology systems. The main goal of this study is to present production parameters, cost and income situation and market opportunities of two Hungarian farms, which produce in alternative systems (aviary and barn).

The data collection involves primary and secondary data. The former one means collects and process data from two different farms, which produce in different alternative systems as well (aviary and barn). The latter one means utilization of literature. Primary data collection was based on data from 2016-2017 and focused on production and technological parameters (farm size, used hybrid, change in the animal stock, egg production, feed consumption and other expenditure) input and output prices, and average cost items. Based on the collected data the cost and income situation of egg production in the analyzed farms were determined using a deterministic model calculation.
The farm size is different: aviary farm has 10 thousand, while barn farm has 3 thousand hens. The former one uses Lohmann Brown Lite, the latter one uses Tetra SL hybrid. The period length of egg production of aviary farm was 73 weeks, of barn farm was 65 weeks. During this time the average egg production intensity was 74% of former and 85% of latter farm, the egg yield was 360 and 382 eggs/hen. The daily feed consumption was 110 g/hen in the aviary farm and 145 g/hen in the barn farm. The unit direct cost of main product (“A”-class egg) was 7.23 eurocent/egg of aviary farm and 7.84 eurocent/egg of barn farm. The unit production value of main product was 7.79 eurocent/egg of the former farm and 9.86 eurocent/egg of the latter farm. Therefore, the gross margin of unit egg was 0.56 eurocent/egg in the aviary and 2.02 eurocent/egg in the barn farm. Results show that egg production is profitable in both farms that related to housing system and direct sales along short supply chains due to lower farm size.

Keywords: table egg production, economic analysis, alternative systems, production parameters, efficiency

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Technical, cost and allocative efficiency in the Hungarian dairy farms

Krisztián KOVÁCS
University of Debrecen, Faculty of Economics and Business, Institute of Applied Economic Sciences, Debrecen, Hungary
kovacs.krisztian@econ.unideb.hu

The general aim of the research was to explore the main indicators of the dairy sector in Hungary, and then define and systematize their efficiency and the factors relevant concerning dairy farms. Moreover, the objective is to introduce the most commonly used methods for measuring technical efficiency, which can explore hidden reserves within the dairy sector. To achieve the research objective, first the main indicators of the industry will be introduced, which will be explained in the first part of the literature section. The Hungarian dairy sector production trends and indicators where mainly came from FAOSTAT, EUROSTAT, KSH (Hungarian Central Statistical Office) and AKI (Research Institute of Agricultural Economics) databases. For my assessment, I will use the most reliable and comprehensive domestic agricultural economics database, the AKI- FADN (Farm Accountancy Data Network) database. In accordance with my objective, based on the database, a representative sample was selected in my analyses to represent the national dairy sector. The more than 6800 data points were analyzed in the different DEA models, which includes data from about more than 950 dairy farms in Hungary.
Based on the secondary database (FADN), I created a technical efficiency inputs in four main economic areas (current assets, fix assets, human resources and livestock) which were characterized by using dairy farms efficiency differences of different size, year and regional categories. The model input variables comes from Hungarian FADN database. I confirmed that the used efficiency methods for measuring complex efficiency level were higher in my sample in the case of the large-sized farms than for small and medium-sized farms.

The average technical efficiency of the Hungarian dairy sector during the examined 10 years was 77.6% (71.3–84.1%), which means that we can increase our output with 22.4%, without changing the level of input (efficiency reserve). Large and small farms regarding the SPV categories are more efficient (79.2%) than the medium sized farms (59.2%), maybe, because the medium farms are mixed profile farms. The large farms, which kept more than 501 dairy cows, are more efficient (92.5%) than the other two size farms (77.9% and 65%).

Keywords: DEA, technical efficiency, cost efficiency, allocative efficiency, dairy farms, Hungary

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How cost-effective are results-oriented agro-environmental measures? An ecosystem service analysis

Enikő VÍGH
Partium Cristian University, Oradea, Romania
vigh.eniko@partium.ro

Krisztina MISKÓ
NÁRIC Research Institute of Agricultural Economics, Budapest, Hungary
misko.krisztina@aki.naik.hu

András NÉMETH
McGill University, Montreal, Canada
andras.nemeth@mail.mcgill.ca

József FOGARASI
Partium Cristian University, Oradea, Romania
fogarasi@partium.ro
In recent years, environmental concerns have become a major focus of European policy decisions, with agro-environmental measures (AEMs) having grown into an important aspect of EU rural development programmes, which focus on restoring, preserving and enhancing ecosystems and their services, and on maintaining biodiversity. The key elements of AEMs are the promotion and enforcement of measures like the environmentally-favorable intensification of farming, management of low-intensity pasture systems, integrated farm management and organic agriculture, preservation of landscape and historical features such as hedgerows, ditches and woods and conservation of high-value habitats and their associated biodiversity.

Accounting for the results of previous studies, which have shown a link between farm size and participation in AEMs, the aim of this study is to evaluate the factors driving participation in voluntary environmental regulation programmes, especially in Hungarian agro-environmental measures. We investigated the effects of differences in a variety of farm characteristics (e.g. standard output, utilized agricultural area, rented land, total output, labour input, and off-farm income) on self-selection for a set of national agro-environmental measures using the panel dataset of the Hungarian Farm Accountancy Data network. We employed a discrete-choice model by conducting farm-size-specific logit regression analysis to determine how farmers’ willingness to participate in AEMs changes based on variation in the attributes of individual farms.

**Keywords:** ecosystem services, agro-environmental measures, farm size categories

### An innovative education system at the University of Debrecen

**Péter POPOVICS**  
*Faculty of Economics and Business, University of Debrecen, Debrecen, Hungary*  
[popovics.peter@econ.unideb.hu](mailto:popovics.peter@econ.unideb.hu)

The paper seeks to summarize opportunities offered by the University of Debrecen (UD) for the further development of students’ innovative ideas to enter the marketplace, and to identify the essential links of the university’s innovation ecosystem resulting in mutual benefits at local, regional, national and international levels.

As a part of this programme in 2010 the innovative Finnish higher education system (Tiimiakatemia – Team Academy) was launched at University of Debrecen Faculty of Economics and Business, which was also awarded by OECD and has been run at JAMK University of Applied Sciences in Jyväskyla since 1993. In this system, we create team entrepreneurs who must work together in teams.

Our Team Academy Debrecen’s mission is to provide business training that develops entrepreneurial mindsets and self-awareness through practice-oriented and innovative approaches to the requirements of the modern age, creating opportunities for individual fulfilment, responsibility for themselves and the community. During the training, we focus on developing the following skills and
abilities: developing team entrepreneurial skills, being able to teamwork, adapting to new environments, being able to co-create to build communities. Team Academy Debrecen learns new approaches and methodologies by putting them into practice take full responsibility for their actions and decisions learn from their mistakes, be open to new ideas. We believe they can learn faster and more through international cooperation.

Author of this study work as team coach in Team Academy Debrecen. In the last 6 years, we have worked with several teams and experienced how group dynamics present at the teams and change through the learning process. We have faced with great storming period at different teams and managed to build high performing entrepreneur teams as well. Our experiences are introduced as case studies, after analyzing, consequences will be concluded. As in the EFQM model we can find that to survive in the global competitive markets companies need the best teams for the best results.

*Keywords: high performing teams, Team Academy, higher education, learning by doing, innovation in education*
Economic analysis of subcontract distilleries by simulation modeling method

Imre Milán HARCSA
 Hun-Dest Drink Kft., Kékcse, Hungary
harcsa.i.milan@gmail.com

Sándor KOVÁCS
University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary
kovacs.sandor@econ.unideb.hu

András NÁBRÁDI
University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary
nabradi.andras@econ.unideb.hu

The economic analysis of the subcontract distilleries is a less-explored area of literature. At present, there are approx. 140 commercial and 500 subcontract distilleries in Hungary, in the distribution of production, the former is about 2 million, the latter producing 9 million liters of 50% vol distillate. In the study we carried out an economic analysis of subcontract pálinka distilleries by simulation modeling. Prior to our study, we defined which distillery can be considered to be average in Hungary today and this was taken into account in the marginal conditions of the investigations. Calculations were made using @Risk 7.5 software package. The special feature of margin calculation compared to commercial distilleries that they do not have their own fruit base.

It has been proven that the cost of distillation can vary from 331 to 1068 HUF/litre taking into account the extreme values of 1000 simulations, and the average of self-cost is 545 HUF/litre. Based on the empirical distribution of the simulations, it can be stated that 61.1% probability is that the cost below 550 HUF margin level is expected, what is to say the distilling is profitable. Increasing production can significantly reduce the cost of distillation production by up to 30% compared to the original value but practically not, or very difficult to implement. When examining the elements of the cost factors, it was found that four determinants (cost elements and production) that have a decisive influence on the first cost. Income per liter is closely related to the first cost. According to the simulation results, it can vary between -239 and + 150 HUF/litre at 90% probability. The most significant increase in cost is the
specific wage cost, and the effect of changes in energy and general costs is only six-tenths of the wage cost. It is advisable to continue making pálinka as a part-time job.

By simulation modelling, setting a 1% tolerance for the difference between revenue and expense, we found 29 cases where the production volume can be considered as a brake even point. By determining the simple arithmetic mean of these cases, we can declare that the brake even quantity is 13892 liters. By setting the minimum and maximum values, we have developed a model applicable to any payroll, which can be used for cost-benefit calculations. Generally, the pálinka making can be considered as a profit generator, but the resources, location, and demand have a great influence on this income-generating capacity.

Keywords: subcontract distilling, margin calculation, simulation modeling, first cost, income

Nature patterns usefulness in innovation management processes

István SZABÓ  
University of Debrecen, Károly Ihrig Doctoral School of Management and Business Administration, Debrecen, Hungary  
istvan.szabo@ste.tech

János FELFÖLDI  
University of Debrecen, Faculty of Economics and Business, Department of Logistics Management, Debrecen, Hungary  
felfoldi.janos@econ.unideb.hu

József HORVÁTH  
University of Szeged Faculty of Agriculture, Institute of Economics and Rural Development, Hódmezővásárhely, Hungary  
horvath.jozsef@mgk.u-szeged.hu

The social communities and the biological ecosystems shows analogic patterns, like scale free net structure and wave-like dynamic movements. In the economy changing that presently happens, we can use them to manage and spread effective technics, methods, and products in the whole targeted systems. The innovation has to be original (scale jumping), flexible, effective, natural, reducing the production self-costs, risks and losses in any production scale facility, so that way will be able to realize the \( S = Q \times r \) kind success possibility. The agricultural actors are sorted to the exponential curve by their connection nets. They have hardly different parameters in different parts of the curve, but known these parameters, thus intervening at the appropriate quality (adaptive, open) and quantity
points (at least 13.8%/target sector size), we are able to generate a systemic wave to spread the innovation to the entire targeted area. Using this method, we can find breakthrough point that allows us by generate new and new waves to reach step-by-step innovation adoptions. This innovation adaption process is self-sustaining and needs the least investments and force, but this process is accelerating and self-energizing in volume as it affects sector actors, so we definitely reach our goal, the implement of improvements. By this way we can reorganize the structures and through its synergies, create soon positive sector earnings spirals, generate significant income and value of invested capital growth, so this multifactor system can be improving and expands by its own complex economic, social, territorial origin automatisms.

Keywords: scale free nets, wave-like dynamisms, flexible innovation adaption, agribusiness success

The Connections Between Land Price and Location

Ferenc BUZÁS
University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary
buzas.ferenc@econ.unideb.hu

László POSTA
University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary
posta.laszlo@econ.unideb.hu

Csaba TÓTH
University of Debrecen, Károly Ihrig Doctoral School of Management and Business, Debrecen, Hungary
csb_toth@yahoo.com

There is an important role of the location in the value of real estates in the market. Nevertheless, in case of land sometimes happens that this factor has no relevance, or just hardly. In our research in a given geographic zone (Northern-Plain Region, County of Hajdú-Bihar) there were analyzed the connections between the realized land prices and the distance from the settlement. Data were originated from an official data base for the period of 2015-2018, regarding the land prices (mainly in cases of arable land, grassland and pasture). Examination was done by lot numbers in small regions and settlements, as well. There were other examinations in cases of land size and land quality, and their role in value creation and value modification by the use of multivariate econometric methods.

Keywords: land price, location, land quality, land value
Location Theories and their Aspects Regarding the Real Estate Market

Csaba TÓTH
University of Debrecen, Károly Ihrig Doctoral School of Management and Business, Debrecen, Hungary
csb_toth@yahoo.com

Ferenc BUZÁS
University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary
buzas.ferenc@econ.unideb.hu

Location theory is regarded as one of the most interesting areas of economics. Its development and improvement revealed many opportunities, trying to explain and appreciate the economic situations and conditions. It seems that the research process is not over yet (maybe it will not be) as due to globalization of economy/capital more and more new issues, opportunities and theoretical problems emerge. In my paper I present the most important stations of location theory research, and I’ll describe their often surprising stature in their age, and their time specific theoretical assumptions. At the same time, real estate market aspects are also mentioned, if it is possible.

Keywords: location theory, material index, location weight, economic space, ecological space

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SWOT analysis of the Hungarian mangalica sector

Orsolya NAGY
Institute of Sectoral Economics and Methodology, Faculty of Economics and Business, University of Debrecen, Debrecen, Hungary
nagyorsi93@gmail.com

Lajos NAGY
Institute of Sectoral Economics and Methodology, Faculty of Economics and Business, University of Debrecen, Debrecen, Hungary
nagy.lajos@econ.unideb.hu
In recent years the breeding of indigenous pig breeds has become more widespread in Hungary. With the changing of consumer habits and the strengthening of health conscious eating, the consumption of traditional, regional and indigenous foods has come to the forefront. This includes the mangalica pig, whose role has grown significantly in recent years. It is a special segment of the livestock breeding industry in Hungary, as it is important to preserve and maintain the breed as a native animal. Its economic significance is given by the expanding domestic and foreign market opportunities. Our major foreign markets are Spain and Japan, but we also export mangalica pigs and mangalica products to many European countries and the US.

The SWOT analysis of the mangalica sector was based on literature and in-depth interviews with experts and operators in the product chain. One of the major strengths of the sector is that the breed is indigenous to Hungary, has high quality meat and can be used to produce specialty products that are in high demand in foreign markets. Mangalica is less demanding for housing conditions. And because of its resistance to disease, it is well suited for extensive rearing and also for organic food
production. Extensive rearing causes the greatest weaknesses, which are increased rearing time, slower growth vigor and higher costs. At present, the sector is most exposed to African swine fever. In addition, it should be noted that the sector has a single integrator who coordinates to produce commodities of sufficient quality and quantity to meet market needs.

Through its foreign contacts and market-building capabilities, mangalica has become known worldwide, opening up new markets for domestic producers. In addition to foreign markets, however, domestic needs are also important. Mangalica is a curiosity in our country, so many tourists visiting the countryside are interested in it, which can be a source of income for the small farmers in the countryside. Demand for mangalica products is increasing today, mainly due to product marketing activities, appearances at mangalica festivals and gastronomic events.

Keywords: SWOT analysis, sustainable traditional pork production, mangalica pig

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Small and Medium companies are resilient without knowing it at all. Entrepreneurs usually deal with many barriers during the first years of the company, i.e., in some developing countries like Mexico, SMEs have an average of the lifetime of seven years (INEGI, 2018), some firms go bankrupt, others change their core business, and others survive to become resilient organizations. But What makes these survivor companies succeed against all the odds? The hypothesis elaborated for this paper is: the more resilient the leader of an SME is the greater conditions for the success of the company will have. This paper is a literature review through an exploratory study about resilience; in the scope of Small and Medium Enterprises from two sides. In one hand the point of view of the leader/entrepreneur. It will be discussed the importance of the skills and the profile of the resilient leader and the theories that are involved. Is given an example about how the profile of the manager affects the overall results in an organization. On the other hand, the effect of resilience on the organizational perspective will allow us to demonstrate the key actions that boost resilience and how though this skill the firm can improve the overall performance of it. The results of this paper conclude that resilient organizations efficient their resources and can make more with less. They rely on having a clear strategy and diversify their key products and processes. Small companies depend on their managers to thrive, and some strategies like increasing self-esteem, on-site workshops, and virtual therapy can help to improve to be resilient organizations. Continuous improvement is a crucial element to become a resilient organization, the involvement of the whole organization through actions that anticipate, respond, evaluate and learn from the mistakes are the basis to boost resilience.

Keywords: resilience, SMEs, leadership, entrepreneurship, organizational environment

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Trends in Education 4.0

Ilsiar POGORELSKAYA
*University of Debrecen, Ihrig Károly Doctoral School, Debrecen, Hungary*
pogorelskayailsiar@gmail.com

László VÁRALLYAI
*University of Debrecen, Debrecen, Hungary*
varallyai.laszlo@econ.unideb.hu

In the modern world, we are facing with digitalization in all spheres of human life. Of course, digital technologies rapidly implemented in the education system. We can call this term Education 4.0 due to the school of thought that encourages non-traditional thinking when it comes to imparting education. This way of education was developed as a response to Industry 4.0 that saw a marked increase in the use of internet-based technology and communication tools across industries.

Education 4.0 essentially uses technology-based tools and resources to drive education in non-traditional ways. This means that students are no longer in traditional classrooms learning from teachers using textbooks, pens and papers only. Instead, with Education 4.0, you can have remote students that sign into their classrooms using the internet through modes like massive online open courses or video chat or dialing in through voice calls, to learn materials that are more dynamic in nature with peers who might or might not be learning at the same pace as them.

At the present moment corporate and university circles understand that “Lifelong learning” has been not only a buzzword but vital objective for an opportunity to follow modern trends and stay competitive. The growing assortment of online courses, social and interactive platforms, and learning tools create spaces, which call “personal learning cloud” (PLC). Organizations and teachers can select components from the PLC and tailor them to the needs and behaviors of individuals and teams. The PLC is flexible and immediately accessible, and it enables employees and students to pick up skills in the context in which they must be used. In effect, it’s a 21st-century form of on-the-job learning.

We’re now seeing powerful trends reshaping the industry and fueling the emergence of the PLC as a networked learning infrastructure. An Unicon study reports that the number of corporate universities - which provide education in-house, on-demand, and, often, on the job - has exploded to more than 4,000 in the United States and more than twice that number worldwide.

The second trend is the decline of standard classroom-based programs, such as those primarily offered by business schools and universities.

The third trend is the rise of customizable learning environments, through platforms and applications that personalize content according to learners’ roles and their organizations’ needs. The dominant platforms now count millions of enrollees in individual courses and tens of millions of total users.
These trends are linked and form a cohesive pattern. Our goal is to present these trends in Education 4.0 and the strategies, benefits and challenges of digital education.

Keywords: Education 4.0, digitalization, Lifelong learning, personal learning cloud (PLC), customizable learning environments

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The internationalization of the higher education: The motivation, the characteristics and the economic effects of studying abroad

Péter Miklós KŐMÍVES
University of Debrecen, Institute of Management and Organization Sciences, Faculty of Economics and Business, Debrecen, Hungary
komives.peter.miklos@econ.unideb.hu

The internationalization of the higher education is one of the most actual topics of the education globally. The increasing number of international students changed the whole higher educational system in those countries and institutions where foreigner students started to study. Studying abroad is a kind of migration decision made by the students and their families based on the effects of different “push” and “pull” factors. The role of these factors in the decision making process of a student needed to be observed in order to clarify the needs of the international students and to help their institutional choices before starting studies abroad. Serving the different needs of the international students is crucial if the hosting country or institution wants to make their international students satisfied.

The Hungarian higher education became widely internationalized in the last decades when the number of Hungarian students decreased but the number of international students raised. This process started important reforms in the whole higher educational system because the presence of international students has effects on the functioning of the whole higher educational institution and on the whole higher educational system. As the European Higher Education Area has been created the curricula of the different programs became widely comparable and the flow of international students became much more intensive in Europe.

The aim of the study is to present those circumstances which are affecting the institutional choices on international students. To clarify why the students, decide to study somewhere and why not is crucial for higher educational institutions. The role of excellence in this question cannot be underlined too often. I will also investigate the role of different grant programs and the role of the different services during the decision making related to the institutional choices made by the students.

Keywords: university, satisfaction, internationalization, students, migration

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The Transition of Graduates from University Education to Labour Market. The Case of the Partium Christian University

Katalin GÁL
Partium Christian University, Oradea, Romania
katalin.gal@partium.ro

Rita PÁSZTOR
Partium Christian University, Oradea, Romania
pasztor.rita@partium.ro

Levente SZÉKEDI
Partium Christian University, Oradea, Romania
szekedi.levente@partium.ro

Graduate tracking systems (GTS) fulfil labour market demands and are essential for the proper functioning of the universities. Tracer studies provide feedback on the educational supply of the universities, the data and insights obtained contribute to the (re)formulation of study programmes, eventually leading to the development of new programmes while ending the unfeasible ones. Analyses produced by GTS contribute to better marketing and improved social, economic and community integration of the higher educational providers.

The present study explores the labour market insertion of the Partium Christian University (Oradea, Romania) graduates, with a special emphasis on the utilization of the competences/skills obtained through university education. The literature review summarizes the broad social and economical context of the professionals’ employment in Romania and offers a brief overview of graduate tracking solutions implemented by Romanian universities. Our multi-stage empirical research spanned two years (2017-2019) and employed qualitative and quantitative techniques. In 2017-2018 semi-structured interviews were conducted with faculty members engaged in alumni relations management and a general tracking online survey (involving both BA and MA graduates) was implemented (N=92); MA graduates were surveyed with a specially designed online questionnaire in 2019 (N=166).

The research seeks answers for questions pertaining to the graduates’ labour market integration, including the convertibility of the knowledge and competences acquired at the university. It provides valuable data and insights for the university management, assisting the stakeholders in designing superior marketing strategies and educational scenarios, leading to improvements in the community functions and economic embeddedness of the organization. On a more general level the study attempts to outline the structural transformation in the Romanian landscape of professions, characterized by dwindling opportunities and relatively high deviations in terms of income opportunities.

Keywords: higher education management, graduate tracking system, labour market integration
The Role of Student Satisfaction Measurement in Higher Education Management at the Partium Christian University

Katalin GÁL
Partium Christian University, Oradea, Romania
katalin.gal@partium.ro

Rita PÁSZTOR
Partium Christian University, Oradea, Romania
pasztor.rita@partium.ro

Levente SZÉKEDI
Partium Christian University, Oradea, Romania
szekedi.levente@partium.ro

The enlargement of higher education supply and the decrease of student numbers in Romania compel universities to invest in quality assurance, satisfaction with educational and auxiliary services tend to become a major factor in the choice of study programmes. This service-approach is reinforced by the changing role of the student from “disciple” to “client”. Quality services play a key role in the recruitment process, yet they are even more important in student retention, guaranteeing a properly reduced dropout rate. The concern over higher education services is echoed in the evaluation criteria of the Romanian Agency for Quality Assurance in Higher Education: universities are obliged to make proof of their student satisfaction measurement procedures, yet the Agency does not provide sufficient guidelines/methodology for the assessment of service satisfaction. Romanian universities should manage a double-edged situation: they have the freedom to develop their own measurement system, but institutional performances are hardly comparable on the national level.

In a manner similar to other Romanian universities, the Partium Christian University had to design its own student satisfaction measurement methodology, consisting of a teacher evaluation form and a satisfaction survey developed by the Career Counselling Centre of the university. Our study presents the findings of the survey conducted in February 2019 on a convenience sample of students (N=374). The online questionnaire (LimeSurvey platform) was structured around the following dimensions: background demographic/enrolment data, satisfaction with student services and administration, satisfaction with the learning environment and educational supply, overall assessment of the university. Dimensions were operationalized into matrix question blocks to be evaluated on Likert-scales. Participation was stimulated through online lottery, mail and social media reminders, achieving a 50.27% response rate (374 subjects from 744 students). Results demonstrate that students are satisfied with the training and other services provided by the university, a large proportion (74.07%)
of them would make the same choice of university if they had a new chance. Relatively underperforming aspects are related to the dormitory conditions and the scholarships levels, there is room for improvement in terms of the variety of elective courses and certain aspects related to the learning environment (access to online courses etc.).

Keywords: higher education management, student satisfaction, university services, higher education quality assurance

Pension planning of Mongolian herders

Ganchimeg GOMBODORJ
Ph.D. student, Károly Ihrig Doctoral School of Management and Business, University of Debrecen, Hungary
gombodorj.ganchimeg@econ.unideb.hu

Dr. Jac(johan) Van ORPHEM
Associate Professor, Department of Social Sciences, Wageningen University of Research, The Netherlands
johan.vanophem@wur.nl

Gankhuyag NYAM-OCHIR
Director, Mongolian National Federation of Rangeland User Groups, Mongolia
gankhuyag.nyam@gmail.com

Pension planning is an internationally accepted scheme for i.) income substitution and ii) poverty reduction tool. The livestock sector is a critical traditional economic sector still plays an essential role in the culture and economics of Mongolia. Herders in this sector account nearly 24.5 of the total workforces of the country were legally regulated to have voluntary base social insurance scheme. Pension income is the second monetary income sources for herders. However, as of 2017, 31.9 percent of herder households are in poverty, and social insurance participation is only 23.9 percent. Thus, this paper investigates the pension planning of herders in Mongolia using 350 household survey data and secondary data to evaluate sample representation of the research objects. The objective of the paper is to explore herder’s pension awareness, knowledge, participation for pension, and identify factors influence. An econometric model applied to estimate the relationship between social insurance fee paid by the herders as a dependent variable against particular social, demographic, and economic variables. The research results indicate that less than half of total herders interviewed plan their retirement, although only 27 percent of participant pay social insurance fee regularly with the various
amount. Variables education, bag meeting, total income, savings are positive relation to the dependent variable while total cost and loan have negative impacts, as this is in line with similar studies in the world. Our conclusion highlighted that improving herders’ motivation, knowledge, and access to information for old age pension are essential. Therefore, policymakers and local government agencies need to giving awareness for pension planning of herders.

Keywords: financial behavior, pension planning, herders Mongolia

This paper is supported by EFOP-3.6.3-VEKOP-16-2017-00007 – „Young researchers for talent” – supporting careers in research activities in higher education program.
Change management is a well-researched topic by researchers and practitioners alike. In my work I examined the attitudes of small business leaders in the SME category regarding the models of change management and the issue of succession in the literature. In my primary research I used a self-filling questionnaire and interviews to explain the background of the answers. I have examined whether the leaders trust the literature or whether they use external consultants when carrying out major changes. I have come to the conclusion that they do not use the literature or rely on external help, but they rely primarily on their own knowledge and experience and that of their company’s during the process. I used cross-table analysis to investigate if the leaders do use—either consciously or subconsciously—at least the four steps of the Kotter eight-step model, whether it then comes with a positive perception of change.

The study showed a positive correlation between the variables, which enhances the use of literature. As a result of the economic processes that started after the change of regime, the transformation of family businesses is becoming topical nowadays, in many cases with business succession. This process is not easy at all, and is not obvious. Barely thirty percent of company acquisitions are successful. I have studied whether leaders consciously think about succession issues as one of the greatest changes facing the future of a business. The result shows that most of them do not take care of their later replacement, the dangers of which can be drawn to their attention. Since the leader does not start on his own by using literature or external experts, participation in different entrepreneurial forums, entrepreneurial associations and sharing of knowledge is particularly important and can help to improve these change management practices.

**Keywords:** Leadership style, change management, succession

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“Skill Bill” – Do they know what we know?

Péter Miklós KŐMÍVES
University of Debrecen, Institute of Management and Organization Sciences, Faculty of Economics and Business, Debrecen, Hungary
komives.peter.miklos@econ.unideb.hu

Mária HÉDER-RIMA
University of Debrecen, Institute of Management and Organization Sciences, Faculty of Economics and Business, Debrecen, Hungary
heder.maria@econ.unideb.hu

Krisztina DAJNOKI
University of Debrecen, Institute of Management and Organization Sciences, Faculty of Economics and Business, Debrecen, Hungary
krisztina.dajnoki@econ.unideb.hu

As the internationalization of the higher education and the international flow of labour force became more important, the role of the different national diplomas and certifications appreciated. Nowadays the number of employees coming from abroad is raising in several countries causing some important questions regarding to their employment. What do they know? How can they certify their knowledge? Is the international employees’ knowledge level equal to the hosting countries’ relevant knowledge? These are only a few questions needed to be clarified in order to help the flow of the international workforce globally.

After the formation of the European Higher Education Area the diplomas issued by the member states and their higher educational institutions are representing a commonly accepted knowledge level respected by all the member states. The different documents attached to the original diplomas include information on the skills, knowledge, abilities and independency of the degree holder. The labour market can use these attachments and descriptions but are they able to understand the meaning of the information included in the official documents? It is a crucial question because – based on literature review we know that – the labour market evaluates the international studies and people who used to participate in international mobility during their education, mainly during their university years can earn higher salaries on the labour market but in several cases they can’t be employed in jobs fitting their field of diplomas.

The aim of this study is to introduce the most important parts of the official diplomas, degrees and documents. The exact description of the individual knowledge helps the international flow of labour force and makes the international diplomas more acceptable abroad.

Keywords: higher education, labour market, internationalization, competence, validation

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The role of health preservation in the workplace well-being

Krisztina DÁJNOKI
University of Debrecen, Institute of Management and Organization Sciences, Faculty of Economics and Business, Debrecen, Hungary
dajnoki.krisztina@econ.unideb.hu

Péter Miklós KŐMÍVES
University of Debrecen, Institute of Management and Organization Sciences, Faculty of Economics and Business, Debrecen, Hungary
komives.peter.miklos@econ.unideb.hu

György Norbert SZABADOS
University of Debrecen, Institute of Management and Organization Sciences, Faculty of Economics and Business, Debrecen, Hungary
szabados.gyorgyi@econ.unideb.hu

Éva BÁCSNÉ BÁBA
University of Debrecen, Institute of Rural Development, Tourism and Sports Management, Faculty of Economics and Business, Debrecen, Hungary
bacsne.baba.eva@econ.unideb.hu

The role of the effective human resource management became more important in the last decades. The globalization trends, the effects of the micro- and macro environment including the labour market situation, the changes of acts, laws and regulations requires the employment of well-trained HR specialists and the adaption of skills and best practices regardless to the size of the organization. Based on surveys nowadays the labour-hoarding, building commitment and increasing the loyalty became the most important activities of the human resources management. These topics are all strongly related to the workplace well-being. Because of these changes new functions of the human resources management formed including labour-hoarding, diversity management, generation management, talent management, work-experience management and HR branding. Recently more attention payed to those HR solutions which are combined with digitalization and gamification. The attitudes regarding to the traditional areas of human resource management also changed. The role of health preservation in the organization in connection with the labour safety activities also became important. The health preservation also has impacts on the workplace well-being. One of the special characteristics of the human resources management is the integrated approach means all the fields of human resources management belongs to each other and they all have effects on each other.
The aim of the study is to clarify the most important notions, concepts and approaches of the workplace well-being, their connections to other HR activities with special regard to the role of the health preservation based on domestic and international literature. We also expound the factors affecting the workplace well-being connected with the health preservation like stress and satisfaction. We also expound the factors affecting the satisfaction level of the employees.

*Keywords: stress, satisfaction, loyalty, commitment, labour safety*

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**Extension of Logistic Services at Debrecen Airport in Hungary**

Zsolt CSAPÓ  
*University of Debrecen, Faculty of Economics and Business, Debrecen, Hungary*  
*csapo.zsolt@econ.unideb.hu*

Orsolya SIMON  
*Diehl Aviation Hungary Kft., Debrecen, Hungary*  
*simorsoly@icloud.com*

Air transportation plays important role in the economic development of different regions of the world. It can be stated, that in those regions, where air transportation is well developed, it contributes more considerably to the economic development of the region. Logistic service companies move their operations close to international airports providing favorable business environment for companies operating in that region. Debrecen Airport, Hungary carries out only air passenger transport currently, but its infrastructural location and the increasing number of local and international companies nearby could serve as a basis for the development of air cargo service in the future.

Our empirical study focused on the need of companies - operating in Hajdú-Bihar and Szabolcs-Szatmár-Bereg counties – for air cargo service at Debrecen Airport.

*Keywords: transporting, forwarding, logistic development*
Language Policy and Economics: Does English Language accelerate the wheel of development in the economies or not?: a Review

Osama ALHENDI
The University of Debrecen, Debrecen, Hungary, Ihrig Károly Doctoral School, Debrecen, Hungary
osamaelhindi@outlook.com

Having one common language could facilitate and reduce the cost of trading between different parties from different nations. In addition, it helps the economies to participate and benefit from the global economy. On the other hand, language policy, planning, and education are very important tools for economic development. In this paper, consequently, the focus is particularly on English language and its economic value as lingua franca for the development and how does English language proficiency increase each of Quality Education and Cultural Competence and hence the economic advancement? Therefore, in this regard, it is important to emphasize the importance of the ‘Economics of language’, which appeared in mid-1960, and its role in deciding language policy as well as the government’s intervention. Besides that, the return from investing in English language education and its impact on foreign direct investment in different countries.

This study is a literature review analysis aiming to investigate the role of English in enhancing the development of the nations. Therefore, the study includes a wide range of scholarly past and recent scientific related-works. According to this review, despite the fact that the evidence relating to the mutual impact between language and economics is limited, there is no way to deny the importance of English in the development.

Keywords: Development, Economics of Language, English Language, Intercultural Competence, Quality Education

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Reverse Logistics, Sustainability and Supply chain. Some characteristics of companies operating in Hungary

Mónika PÓNUSZ
Károli Gáspár University, Budapest, Hungary
ponusz.monika@kre.hu
Our research aims to examine to what extent the sustainability and reverse logistics in supply chain types described in Hungarian and international literature can be found in Hungarian enterprises, what similarities and differences can be observed, including the reasons, and which supply chain types are competitive in our circumstances and why.

The inverse - known as reverse logistics - is not about fashion today, nor about the name of the company sounding up to a noble goal. Inverse logistics is part of the supply chain philosophy, and besides creating environmental awareness.

Based on theoretical knowledge and the results of our research, proposals will be elaborated about the actions to be taken in our circumstances to make the supply chains of Hungarian enterprises more successful from the aspects of member cooperation and information flow.

Here are some implications of our surveys.

The study will be based on questionnaires and deep interviews.

**Keywords:** management, environmental economics, logistics, supply chains, sustainability

### The management of touristic resort from Băile-Felix

**Gyula FLÓRIÁN**  
*Partium Christian University, Oradea, Romania*  
gyulaflorian@yahoo.com

Known since antiquity, the springs of thermal water from Oradea surroundings, are still existing in our days. They are appreciated by various kinds of tourists which come in Băile-Felix for their beneficial properties. The resort benefits from the presence of sapropel sludge, oligocentric thermal waters, bicarbonate, calcium, sodium, with temperatures between 43-49°C.

The temperate continental climate, with mild winters and moderate summers, is influenced by the existence of intense deciduous forests, which give the resort an ideal atmosphere in any season, for relaxation and treatment.

Here, the rain or the cold of winter, is not a hindrance to a hot water bath, in any season.
It is precisely for this reason that I try to present some aspects of the dynamic and quality tourism manager in Băile-Felix.

Keywords: touristic management, dynamic management, quality management

The Challenges of the Public Pension System Management in Romania in the Context of EU Integration

Árpád SZARKA
Partium Christian University, Oradea, Romania
szarkaarpad@yahoo.co.uk

Elisabeta Ilona MOLNAR
Partium Christian University, Oradea, Romania
elis@partium.ro

Romania’s accession to the European Economic Community in 2007 implies respecting the right to free movement of persons and the right to social security in the territories of all member countries. Exercising this right is assumed by all member countries through national public pension systems through the co-operation of about 10,000 specialized national institutions.

Determining the benefits of persons who have acquired the status of insured in the territory of different EU States requires that the relevant public institutions should have knowledge of and accountability for the data and information underlying the determination of rights.

At present, as a working tool, the regulated European forms (in paper) provide the necessary technical support for the periods in which contributions were paid, the insured sums as well as other data, yet their use does not sufficiently satisfy the requirements of those involved. The general context of the development of electronic communication, that is, on-line, the need to improve the efficiency of solving migrants’ demands and to reduce costs, calls for the modernization of the record keeping systems, as well as of data communication.

An EESSI (Electronic Exchange of Social Security Information) platform has been developed at EU level to deliver, in accordance with standardized IT procedures, the interinstitutional communication system in the form of electronically structured digital documents. The management of the public pension system in Romania is carried out through the National House of Public Pensions with the specific objective of timely realization of the community pension commitments, which, under the current pressure, brings forth new challenges for the improvement of the managerial performance, both in terms of organization at national and territorial level of the activities as well as ensuring the necessary
conditions for the implementation of the priority measures in the field of international communication, focusing mainly on accessibility, efficiency and economy.

*Keywords: management, sustainable growth, international relations*
Parallel Sessions III: Tourism and Sport Management

Location: Room P22, Chair: Éva BÁBA-BÁCSNÉ

Development of leisure and sports consumption and sports motivation among children with disabilities

Nóra LAOUES–CZIMBALMOS
University of Debrecen Faculty of Education For Children And Special Educational Needs, Hajdúböszörmény, Hungary
laoues.nora@ped.unideb.hu

Anetta MÜLLER
University of Debrecen Faculty of Economics and Business Institute of Rural Development, Tourism and Sports Management, Department of Sports Economics and Management, Debrecen, Hungary
muller.anetta@econ.unideb.hu

Zoltán SZERDAHELYI
University of Debrecen Faculty of Education For Children And Special Educational Needs, Hajdúböszörmény, Hungary
szerdahelyi.zoltan@ped.unideb.hu

The number of studies on the leisure and sporting habits of people with disabilities as well as the background of sports motivation is far from the focus of research on intact research. Thus, the assessment of physical habits and sports motivation factors determining the quality of life of persons with disabilities can be considered as a less researched deficit area in Hungary and internationally. In our research, we examine the recreational and sporting habits of the 8-18 year-olds, as well as the motivational background, and the results of this research are presented in this paper. The importance of this issue is confirmed by the fact that, according to a UN survey, 650 million people have some kind of disability, 50 million of them in Europe and nearly half a million in Hungary, 5% of the population. The questionnaire (N = 639) was filled by children with disabilities living in the North Great Plain region with the help of a teacher. We used both closed and open questions in the questionnaire, and we helped and orient children with response categories for some questions.

Data were processed using SPSS software, averaged, standard deviation, median, mode, and Chi2 probe was used to examine relationships in addition to basic statistics.
Our results showed that it is a problem for young people with disabilities that they prefer passive leisure activities, which is similar to the results of studies on intact research. Boys and girls have different sports, boys are more active than girls.

**Keywords:** people with disabilities, recreation, leisure and sports, sports motivation

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The relationship between mental health and coping strategies among inactive, leisure and competitive athletes

**Danica KECZELI**  
University of Debrecen, Faculty of Economic Sciences, Department of Sport Economics and Management, Debrecen, Hungary  
keczeli.danica@cts.hu

The study examines the relationship between mental health and coping strategies among inactive, leisure and competitive athletes. Two questionnaires measuring the examined factors (Keyes Mental Health Kontinuum Scale, Folkman–Lazarus (1980) (Ways of coping), shortened version (16 items)) totaled 813 people, of which 341 athletes and 292 athletes and 180 inactive was the respondent. 54.4% of the sample is female and 45.6% male. My research question was whether there are differences between these three variables, and how coping strategies affect three factors of mental health, inactive, leisure and competitive athletes, and whether there is a significant difference between the sexes. As a method besides descriptive statistics the Kolmogorov–Smirnov test was used to verify normality, and the hypotheses were tested with non-parametric tests (Kruskal–Wallis, and Mann–Whitney).

From the results we can see that the components of the mental health questionnaire (emotional, psychological and social well-being) have a significant difference in psychological and social well-being, as the number of training increases, so the average values of well-being also increase, while emotional well-being increases. The best average value was at leisure athletes.

For coping strategies, I found a significant difference among the inactive, recreational and competitive athletes, and there is a significant difference between genders as well.

In the case of cognitive restructurings, there was a significant difference in favor of sports and recreational athletes versus inactives, while in problem analysis and passive coping I found a significant difference in favor of women compared to men.
Significant differences were also found in the case of psychoactive substance use. Among the three groups, as the intensity of sport increases, the number of smokers decreases. In the case of smoking, a significant difference was found in the coping strategies referring to reduction of the stress in the whole sample. In the case of alcohol consumption, in coping strategies were found significant differences between stress reduction, problem analysis and passive coping.

Keywords: mental health, coping strategies, sport

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Analysis of consumer market in football: motivation of spectators and media consumers

Renátó BALOGH
University of Debrecen, Department of Sport Economics and Management, Ihrig Károly Doctoral School, Debrecen, Hungary
balogh.renato@econ.unideb.hu

Spectacular team sports, especially football became an integral part of the entertainment industry. Football games attract big crowds on-site or through television broadcasts and through the media, which is why besides its value of sport, professional football became a business opportunity as well. According to the business model of professional football, the focus falls on the sports consumers, whether they are on-site or media consumers, as they influence any additional business revenues (sponsorship, broadcasting rights, merchandising revenues) (Kassay, 2002), therefore conducting and understanding their behavior and attitudes is a key factor. The games of the major Western-European leagues are followed by tens of thousands of people on-site on an average, while television broadcasts are watched by millions from all over the world. In contrast to this, in the Central European region, the average number of spectators in the championships do not reach 10,000, and broadcasting rights can only be sold within the country and at a much lower price rate compared to Western European leagues. In my research, I am looking for the answer to the question of what factors influence the habits of on-site and media consumers, what expectations do they have whether they are watching the games on-site at the stadium or sitting in front of the television. It is conceivable that the television broadcasts of the top Western European championships will keep the sympathizers of the Central European teams away from on-site sport consumption, so the focus will be more on the Big Five Leagues and will this trend only intensify in the future?

Keywords: sport marketing, sport consumption, football
Economic importance of the Hungarian sports sector in international comparison

Zsuzsa KOROKNAY
University of Debrecen, Ihrig Károly Doctoral School, Debrecen, Hungary
koroknayzs@gmail.com

The sport is one of the most dynamically developing sectors in the world. This is due to the increased free time of the people, which is becoming more and more extensive from the service provider side. During my research I was looking for the answer to that, how the economic aspects of sport have evolved in recent times. I examined and evaluated sports economy indicators for the global (The European Union) and territorial (Hungary) unit. The need of measurability is constantly increasing nowadays. This can also be seen in the markets of the sports sector, so we can find databases that are increasingly expanding in this sector. In my research, I have analyzed EUROSTAT databases – with indexing – can provide relevant information. Based on my results, I can say that the economic importance of the sports sector has increased within the European Union and Hungary as well, because the number of employed people in sports and sports trade have increased.

Keywords: sports sector, sports employment, sports trade

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The Hungarian eSport Ecosystem

Anikó MOLNÁR
University of Debrecen, Institute of Rural Development, Tourism and Sports Management, Debrecen, Hungary
miller.e.annie@gmail.com

Gergely Gábor RÁTHONYI
University of Debrecen, Institute of Applied Informatics and Logistics, Debrecen, Hungary
rathonyi.gergely@econ.unideb.hu

In the 2022 Asian Games eSports will be held as a medal awarded competition. We have come a long way since the first real eSport tournament, for which the first-place prize was a year-long Rollin Stones magazine subscription. Nowadays in the digitalized world eSport develops faster than any other sport,
and plays an important role in the entertainment industry as well. Stadiums are crowded, streams are watched by millions worldwide, and the pace doesn’t seem to ease up in the near future either.

It is no different in Hungarian eSport either. As Hungary is trying to step onto international waters, the main goal of our research was to make a complete and comprehensive review of the Hungarian eSport ecosystem which analyses the national picture/situation of electronic sport.

Although there is not much domestic literature regarding the national eSport economy, as a secondary research we have choose to use available Hungarian papers to piece together a comprehensive picture of Hungary’s eSport.

In our paper we move on step by step through the biggest stakeholders the publishers, the biggest domestic competitions, the most successful teams, platforms, players, brands and of course the fans in domestic circles and the eSport team’s integration in traditional sport clubs.

Keywords: eSport, Hungarian eSport, eSport ecosystem, national review

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Characteristics of physical activity at the University of Debrecen

Zoltán SZERDAHELYI
University of Debrecen Faculty of Economics and Business, Debrecen, Hungary
szerdahelyi.zoltan@ped.unideb.hu

Nóra LAOUES-CZIMBALMOS
University of Debrecen Faculty of Economics and Business, Debrecen, Hungary
laoues.nora@ped.unideb.hu

The assessment of physical activity has become a much-researched field of domestic and international scientific life. The drive behind the increase of interest is the emerging negative consequences that physical inactivity cause. In the development of various types of diseases including coronary, tumor, locomotor or psychic disorders, one of the key risk factors is the low level of physical activity. Emphasizing the relation between physical activity and a healthy fitness is a constantly discussed matter among health and sports experts as well as political decision makers. Students of the Faculty of Education for Children and Special Educational Needs at the University of Debrecen are going to work in fields where they will play a key role in educating young children for a healthy way of life – they will become nursery school teachers, infant and child development specialists or special needs teachers. In the process of mapping students’ motives concerning physical activity, we can learn not only about the order of motive factors but the analysis of factors influencing the different age groups.
The question that emerged during our assessment is, whether there is a significant difference in terms of the factors determining physical activity between the groups of full-time and part-time students. Regarding the time devoted to sporting, it is a disappointing fact that 62.5 percent of students exercise less than 30 minutes per day. As for the form of exercising, most assessed students ticked leisure-time activity. We can verify the assumption that one of the most promising ways to increase physical activity is to provide leisure-time activity facilities, taking the income of the population and their motives for exercise into consideration.

As for the motives for sporting, we can observe the highest indicators for maintaining and increasing fitness. Most of the assessed rejected peers’ expectations and competition as factors. The results of the survey show that the significant difference between the groups of students belonging to the two forms of education, is in the order of importance regarding the motives.

During the analysis of the components of physical activity, the statistically apparent differences between the groups belonging to the two forms of education occurred in five categories. It would be educating to conduct the survey at departments where the gender composition is different (with either a more heterogeneous or a male dominated sample). We can verify that there is a difference in physical activity between full-time and part-time students.

**Keywords:** physical activity, healthy way of life, university students, pastime sporting

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**Analyzing the organizational questions of the elite youth academies by the case study of Football Academy of Debrecen**

Zoltán SZALÁNCZI  
*University of Debrecen, Debrecen, Hungary*  
*szalanczi.zoltan@gmail.com*

Thanks to the effect of the resources flown in to the youth football, the previous, and simpler club structural scheme went under a transformation. With the progress of the sport, yet, the work goes in enterprises, whom demand a suitable form for the organizational background. In my presentation I will analyze the operation of the youth sport enterprises as economic companies, and the organizational scheme with the most important managerial questions faced in the firm. This will be based on the case study of the Football Academy of Debrecen. In the first part of my publication, I will investigate the evolution and the importance of the sport enterprises, with the relevant scientific literature. In the second part I will discuss the structural scheme of The Football Academy of Debrecen with the analysis
of the separate departments. I will focus on the tasks and the managerial questions of these sections. Furthermore, in my research I will examine the responsibilities of the academy management and will focus on the changes realized in the last few years. I try to determine which changes were the most important to keep the pace with the other elite clubs, and which sections were in need to develop or expand. I will search for the differences between the youth sport enterprises and the organizations who are operating as a professional football club.

Keywords: sport, management, youth academy, football, sports enterprise

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Sports services at the University of Debrecen

Adrián Szilárd NAGY
University of Debrecen, Institute of Applied Economics, Faculty of Economics and Business, Debrecen, Hungary
Nagy.adrián@econ.unideb.hu

Nowadays, the issue of healthy lifestyle, conscious nutrition and regular physical activity is becoming more and more important. In our overworked life, wellness and prevention of illnesses are becoming more and more important. Meanwhile, the sports business is slicing an increasing share of the global economy. Due to lightning-scale technical, technological advances, social expectations, and political support, all areas of sport are at the forefront, be it recreational or mass sports, competitive sports and junior education, or even infrastructure development and prestige events. In this environment, self-taught higher education institutions also need to "put on the gloves" and keep up with expectations, taking advantage of opportunities to consciously develop their own concepts.

Keywords: Sport, university, self-taught higher education

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