

## Summaries

**Tamás Faludi**

### ***To measure and to reduce the effects of the bullwhip effect with management solutions***

*The elimination or at least minimize the effects of bullwhip effect are big challenge of the supply chain management. The demand changes dynamically, which urges the companies to have higher level of stock, because in this way they can satisfy the realized needs. If the identify of needs is based on inaccurate forecast, it can influence the whole supply chain, and there can be increasing oscillations of the demand and the level of inventories, if we move the backward in the supply chain. This phenomenon causes the increasing costs and the decreasing efficiency. The paper introduces how to measure the bullwhip effect and how to decrease the negative effects of the bullwhip effect with the help of some management tools. Numerical example is illustrated by the paper, which represents the realization of the bullwhip effect and shows the effect of the recommended improvements.*

*Keywords: supply chain management, supply chain coordination, whiplash effect, demand management, contract types, strategy*

*JEL code: D21, L11, M10*

**Krisztina Varga**

### ***Measurement challenges of the local level social innovation process***

*The aim of the study is to examine the measurement possibilities of social innovation efforts at the local level. In line with the recommendations of the literature, within the framework of the present study I try to define a measurement structure that, in addition to a complex indicator of social innovation potential based on statistical analyzes, also examines the social innovation attitude of the population. During the questionnaire survey I carried out the pilot research in Szabolcs-Szatmár-Bereg county, where I examined the knowledge of the inhabitants of the county about social innovation and their sensitivity to social problems with the involvement of 220 people. Based on the results of the study, in line with the findings in the literature, technical and economic innovations can only increase living standards together with social, human and organizational developments. The individuals involved in the study, as useful members of society, look for ways to increase social participation and collaboration, and implement ideas that generate social value and make society even more effective.*

*Keywords: social innovation process, measurement, attitude*

*JEL code: O35*

**Gabriella Metszősy**

### ***Characteristics and analysing opportunities of social innovation related decisions***

*Studying social innovation phenomena has become more extensive in recent years, seeing it as a solution to problem affecting to the wider social stratum. However, the analysis of process to be implemented, characteristics and related social learning process is absent in common knowledge. Several new social innovation actions ensue from rethinking of a process that has already been implemented in the past, and it is essential to analyse certain characteristics of the existing circumstances and circumstances to be formed. For the proper analysis it is necessary to know the key factors for the process to be implemented. By this means the elements of the process become measurable, its impact can be analysed and the supporting opportunities in each phases of the process can be realised.*

*The purpose of this article to provide an overview of the main factors of the process characterisation and its supporting tools. Social innovation related decisions can be analysed with the application of input-transformation-output model, therefore the possible steps are presented with this approach.*

*Keywords: social innovation, process approach, decision support*

*JEL code: O35*

**Anett Tóthné Kiss – Zoltán Tóth**

***Innovation activity influencing factors of companies in Northern Hungary, focusing on information flow and collaborations***

*Several measures/action taken by the European Union supporting the research and development confirm that innovation is increasingly considered to be one of the most important sources of competitive advantage in modern economies. In our empirical research, what is based on the results of literature review, we examined the characteristics of the innovation activity of the companies operating in Northern Hungary, the parameters of their inter-organizational relations and the main areas of their cooperation. The revealed correlations highlight that the responding 237 companies are primarily motivated by resource acquisition during the cooperation. As a result of the statistical surveys, there is a relationship between the innovation activity and the frequency of cooperation among the companies, so innovative enterprises are more likely to participate in collaborations. Respondents cited that one of the clear reasons for not cooperating is distrust and the need to maintain independence. In terms of information sources, there is no significant difference between innovative and non-innovative companies, secondary information and corporate value chain related to external sources are equally important for them.*

*Keywords: research and development, innovation, cooperation, company*

*JEL code: O30*

**Daniella Kucsma**

***Fundamentals of Performance Management in Healthcare Organizations***

*In the life of any company, it is important to do a job well done and to measure that work. I think this is always a central issue in the life of an organization or company, as it puts employees highlighted and given the task in light of it, which can be done effectively and helps the organization to take a worthy position in the market. I consider important to show in the basics of my research that the background of performance management is a complex system that lists a multitude of factors, and these factors show due attention. In this article, I discuss the life cycle model of performance management and the use of already applied systems. I show that it is important to use this area not only in the private sector, but also in the public sector. My main area of research is healthcare organizations, so I put this area in focus, which is always important for a society, and nowadays it is key.*

*Keywords: performance management, performance lifecycle model*

*JEL code: O35*

**Dóra Diána Andrásó**

***Analysis of factors hindering the adoption of Corporate Social Responsibility activities in Hungary based on the results of Hungarian empirical researches***

*In the study I examine the most important factors that hinder national companies to engage in Corporate Social Responsibility actions and programs. I analysed some of the most significant Hungarian empirical researches carried out between 2006-2019 and collected the constraints of CSR. I also included the results of an own study based on a CSR questionnaire examining 43 companies operating in Hungary. Finally, I drew conclusions related to the current state of CSR.*

*Keywords: Corporate Social Responsibility, empirical research, constraints, hindering factors, CSR application*

*JEL-code: M14*

**Adrienn Takácsné Papp**

***Opportunities and challenges of Borsod-Abaúj-Zemplén county in the energy transition***

*In Borsod-Abaúj-Zemplén county, the low income of the population and inadequate housing conditions hinder the energy transition, however, thanks to EU funds and public awareness campaigns, the larger cities have already achieved significant energy savings and reductions in CO2 emissions. Settlements with less than 10,000 inhabitants in the county face greater challenges.*

*Kulcsszavak: energiaátmenet, megújuló energia, Fenntartható Energia- és Klíma Akcióterv*

*JEL-kód: P18, O39, Q29, Q40*

**Viktória Stefanovics – Zoltán Nagy**

***The role and significance of German automotive companies in the Hungarian economy***

*The most important actors in the German automotive industry play a decisive role in the Hungarian industry, they are among the Hungarian companies with the highest revenue and export sales. Based on our calculations, from the end of the 1990s, Hungary's automotive export has a comparative advantage in the world, and the initial weak advantage increased to a medium advantage from 2006 and remained so in 2010. The activity of the German investors was a major help in achieve this. The stock of foreign investment has stagnated in recent years, with the share of investment from Germany averaging around 25% since the 2000s. In terms of territorial distribution, German investments differ from the territorial pattern of foreign automotive investors, partly due to site selections after 2000. Areas in the eastern part of the country play a greater role, and this situation may be maintained with BMW's significant future investment.*

*Keywords: trans- and multinational company, FDI, Balassa index, automotive industry  
JEL code: R10, R11*

**Stella Nagy – Zoltán Nagy**

***Smart transport development through the example of the Miskolc bus schedule***

*Based on the gap analysis concluded in the first part of the study, we have identified the significance of the correction made concerning the timetable. On account of the difficulty and the amount of the manual calculations, on the basis of our proposal, the implementation of a smart information technology system is required in Miskolc that is able to manage the large-scale database, thus the lengthy calculation used today would not be necessary anymore. By the algorithmic examination of the transportation patterns in Miskolc, the deviation from the schedule could be decreased, so as the number of congestions, and it could provide possibility to prevent accidents, since it could identify the critical transport locations and situations. Furthermore, the development could mitigate the environmental impact, and could serve the alignment to the needs of citizens, comfort, and safety (Hashem et.al 2016). The details of the vision we outlined could help the integration of the elements mentioned in the transportation development concept of Miskolc, which can provide mutual benefits for all three identified parties. Thereby the smart mobility ecosystem of Miskolc could operate as an effective, adaptive system that can react to the modern challenges. Therefore, instead of the current low cost-effectiveness, the model would be able to generate higher revenue, as the high-quality service would be used more widely, and the additional services (e.g., electrical charging stations) could mean further sources of the revenue, thus the revenue would not need to be generated only by the bus public service, so the municipal resources could be allocated to development instead of deficit funding.*

*Keywords: smart city, smart transport, schedule optimization  
JEL code: R10, R40*

**Judit Szemán –Renáta Pleszkó**

***Capital structure issues for Hungarian companies based on the examination of 2015-2018***

*When examining the capital structure, the question is whether the companies finance their activities from their own or external sources, and if both, what is the ratio between the two types of financing, and which factors influence their decision-making. However, no consensus has yet been reached among the researchers of capital structure. The research published here is based on a database consisting of data of companies that submitted a report in Hungary in the period of 2015-2018. On one hand, the study focuses on testing the relevance of classical theories and influencing corporate factors. Variance analysis was used to analyze the industry impact, while correlation and regression calculations were used for the other microeconomic factors. These studies have reinforced the expected industry impact based on herd mentality, the negative impact of the company's profitability and liquidity, and the positive impact of the asset composition and, in some cases, the tax-saving effect of depreciation. Strengthening the pecking order theory, companies first used an internal source of funding and had, on average, no more than as many long-term liabilities as their average fixed assets. On the other hand, the study demonstrates the aggregated effects of each factor. Based on the results of the one-way correlation relationship analysis, a multi-factor regression line was set up for small companies in the road freight sector. With the help of the function, and in the possession of indicators characterizing the microeconomic factors of a company, it is possible to predict the company's leverage.*

*Keywords: corporate capital structure, financing, financing theories  
JEL code: D21, D22, D24*

**Zoltán Musinszki –Csaba Nácsa**

### ***Controller tasks and competencies - results of a labour market survey***

*Automation and digitalization are also having an impact on today's global and domestic labour market. The aim of the present study is to examine the expectations of these new processes and the labour market effects of these processes on prospective employees. To this end, we performed a content analysis of controller job advertisements in terms of the tasks to be performed and the formulated expectations. Based on the sample, it can be concluded that currently the labour market expectations are in line with the expectations formulated in the literature. The emergence of business partner roles and the effects of digitalisation have not yet been observed.*

*Keywords: controller, competence, digitization, job advertisement*

*JEL code: J24, M40, M54*

**László Molnár – Kinga Kovácsné Havelant**

### ***Digital competencies in the Z generation***

*The present study examines the digital competencies of Hungarian Z-generation young people born between 1996 and 2010, with special regard to the consequences of increased digital overconsumption in 2020 as a result of the pandemic and the threats to young people associated with the digital world. In order to present a more complete and objective picture, we tried to compare the views of parents and those of young people on this issue.*

*Keywords: Generation Z, digital competencies, dangers of the online world, parental perspective*

*JEL code: M10*

**Szabolcs Nagy –Noémi Hajdú –Ádám Polonkai**

### ***The students motivations related to volunteering***

*Volunteering plays an important role in strengthening social integration and cohesion; therefore, it is increasingly important to recognize its potential. For young people, volunteering has been in the spotlight in Hungary for a decade, when a new government decree made it compulsory for graduation. This study examines the motivational factors related to the voluntary behavior of university students using the theoretical framework of the Volunteer Functions Inventory (VFI) and the Kahle Value List (LOV) using the results of a questionnaire of 190 university students in Hungary. Based on our research results, it is concluded that students mostly do volunteer work because the experience gained during volunteering offers an opportunity to acquire skills and knowledge. Testing the working hypothesis confirmed that women are more motivated in the field of volunteering. The findings of our study may be useful to the management of both educational institutions and other non-profit organizations that use volunteer work.*

*Keywords: volunteering, Volunteer Functions Inventory, VFI, value list, LOV, motivation, university student, Hungary*

*JEL code: M31*

**Katalin Lipták – Fanny Jobbágy**

### ***Analysis of the social economy sector through the example of the Symbiosis Foundation***

*The aim of the study is to describe the development of the social economy and social enterprises and to justify their establishment. The social economy is able to provide a solution through social enterprises to existing social and economic problems that the profit-oriented sector cannot always solve. We conducted an interview with the Symbiosis Foundation, which has been operating well in the Northern Hungary region for several decades, as a social enterprise that has been one of the building blocks of the social economy. Through the example of the foundation, we describe the difficulties inherent in social enterprises in general and the positive social benefits.*

*Keywords: social economy, Northern Hungary, Symbiosis Foundation*

*JEL code: J01, R11*