

Emotional background of family businesses

Anikó ALMÁSI

The family business is a special item of the economy, because it contains the social and economic roles inseparably. The role aggregation in the enterprise can be source of stress, and it has effect on decision making or the growth and development of the firm. At family businesses the role conflict, the influence of emotion are the most important factors and these are able to modify the corporate culture (Handy 1986). These factors are parts, „built-in items” of the economic interactions ordinarily (Hámori 1998). Haslam draws attention to the dual identity in family businesses (based on the family and business role aggregation), and its effect on conflict solutions (Haslam 2004). The business decisions, like the management of innovation processes generate changes, and the results of these changes in the organization is based on emotion too (Ket de Vries 2006).

The special effect of emotion can be both strenght and threat in family businesses, because the organization members’ role aggregation can have determinant influence over information flow and network conformation.

The case study comes round the parts of corporate culture measurement: the modification of results through the emotion-based, dual and latent network and the effect of role aggregation on decision making and processes.

Keywords: corporate culture, corporate behaviour, corporate communication, family business

The theory of mentoring practice

Andrea BENCSIK – Tímea JUHÁSZ

In the past 30 years, mentoring and its process have offered people who are interested in management a wide range of research topics. Although it is not yet a widespread practice in Hungary to have organizations work out an elaborated mentoring program – be them private or public organizations – the professional literature shows that similar, well-applicable, solutions can be found worldwide.

In our essay, we are going to have a brief look at the theory of mentoring, mostly based on the Anglo-Saxon literature; also, we are going to have a look at what kind of primarily tertiary education level mentoring practices exist in Hungary and the world in general.

Keywords: mentor, protege, mentoring, types of mentoring

Segmenting the Applicants of Higher Education Based on Information Preferences – an Example of a Hungarian University

Viktor BERKI – Balázs RÉVÉSZ

Higher education market is going through significant changes, in which the demographical situation, the political and legal environment, the internationalisation of higher education and the change in the information seeking behaviour of the potential applicants to higher educational institutions also play an important part. At the time of these changes, the marketing and public relations activities of higher educational institutions should change too. We have to analyse how much the tools of higher educational institutions' marketing and communications can meet the needs and expectations of the target group, and whether these tools are appropriate to address youth. The modern information technology plays more and more important role in our everyday life, so it has to be a part of the marketing activities of the institutions too. But still, the face-to-face meeting (for example on open days) with the potential applicants seems to be equally important.

The aim of our three years long research program amongst the applicants of higher education was to identify which information sources have the highest perceived importance for secondary school students and to find out what potential university students think of higher educational institutions.

First we used a survey methodology to collect quantitative data and then we made focus group interviews to deepen the results. With our research we identified and typified three different segments of applicants based on their information searching behaviour. The results show that higher educational institutions should focus more on target group specific marketing and communications efforts to make the student enrolment more effective.

Keywords: higher education, marketing communication, information sources

Changes in leadership of SMEs from the perspective of succession

Eszter BOGDÁNY – Tibor CSIZMADIA

The Hungarian researchers have been considering the management based approach to SMEs since 1980's and became emergent theme after the changes of the 1990's. Both nationally and internationally the force of generation change puts the phenomenon of business succession forward. Consequently it is essential to ask the questions which phase the SMEs succession process is in presently and what future SMEs succession process will have. The aim of the present research is to explore the characteristics of succession types and the phases of the succession process of the Hungarian SMEs. The examination of succession process started with the identification of three main managerial roles according to the literature. In our research we applied both quantitative and qualitative methods. The present and preferred succession process has been identified by the principal components of

managerial roles. The results indicate that SMEs which show good example in succession process by founding the professional base that is independent of the founder/owner are few in number.

Keywords: SMEs, succession, managerial roles, professionalization

Management Philosophy of Globalism

Katalin BOTOS

Neoliberalism, the philosophy of globalism has changed mikro-and macromanagement. Efficiency is an aim in itself. Competing individual is suited to outsourcing. He/she controls himself/herself. Outsourcing changes hierarchic (vertical) relations to horizontal ones. Defenslessness of the employees is growing, solidarity amongst employees diminishing. In macro-management: Underlying principles for government is good governance which means that the state is one amongst the actors of the market and oriented to a maximum effectiveness. Neoliberalism doesn't want to reduce or diminish the role of the state but change it. Changing role means diminishing of expenditures of the budget, reforms aiming strengthening regulating role of the state. Main function of those changes is to guarantee the clean payments of yields (debt service) for the financial sector.

Keywords: neoliberalism, role of the state, financialisation, outsourcing, indebtedness, managers' interests, good governance

Factors Influencing Firm Competitiveness

Attila CHIKÁN

The research project „Competitiveness of the Hungarian Economy from a Firms' Perspective” has been going on from 1995 in the Competitiveness Research Centre of Corvinus University of Budapest. My presentation starts with drafting the research model of the project. This model embeds firm competitiveness into the social and macroeconomic environment (dealing with the role of social norms, the institutional system, the macroeconomic policies, and the effects of globalization), than approaches firm competitiveness from the point of view of industry competition. A major survey had been completed just before this conference (this was the fifth round since the beginning of the project). I am outlining the major hypotheses based on preliminary analysis of the survey results focusing on competitiveness of both large multinationals and small and medium size enterprises.

Keywords: competitiveness, macroeconomic policies, social norms, institutions, multinational companies, small and medium size enterprises

The situation in Hungary's on-line accommodation market – focus on the market size and accommodation providers' on-line preparedness

István CSENNDES – Gergely KIS

In the last few years have become widespread online business deals with a variety of online transactions. In everyday practice, companies, but "ordinary people" too, just use the Internet to inform, bookings, purchases, and payments in a most natural way. Many people do not really think about what kind of business and operational models enable them to access their coveted products (e.g. a wellness holiday). For many years it is time for e-tourism and online hotel booking. By now, it also has come the time to take a scientific study of e-tourism, most specifically the accommodation services. Thus, the present study shows the results of empirical researches concerning such Hungarian companies' online readiness, particularly: basic operating model of the market, and online activity of these Hungarian ventures.

Keywords: accommodation-service, hotels, online, empirical research

Cooperation opportunities of nonprofit and for-profit organizations

Andrea CSOVCSICS

Nowadays, nonprofit organizations are playing an increasing part in the life of society. This study investigates the changes, the development and the marketing activities that are linked with the nonprofit sector. According to an argument, is emphasized by the European Union, today's enlightened companies must operate in an environmentally friendly way and have to take responsibility for the society. This responsibility is a necessary and required element for most companies, so the number of activities that support social initiatives has been increasing.

My goal is to present marketing initiatives related to the activities of the nonprofit sector as, contrary to for-profit marketing, the primary aim of nonprofit marketing to support the needs and interests of the society and the community.

This study will be present an example for the cooperation of the for-profit and nonprofit spheres.

Keywords: nonbusiness marketing, cause-related marketing, for-profit organization, nonprofit organization, (RED), (PRODUCT)RED

The Role of Organizational Development in the Professionalization of the Nonprofit Sector Organizations

Katalin DOBRAI

One of the main trends in research regarding the nonprofit sector is the implementation of methods and tools of the business sector in the nonprofit organizations. New dilemmas generated by the growing popularity of the managerial mindset; views that show the acknowledgement or doubts, similarly to the changes of the sector can be well followed in literature of this field. This paper examines the above mentioned issues by using data of a large sample research. Its aim is to get answers to the question regarding the role of organization development in organizational professionalization. With the help of one-variable analysis, crosstab comparisons and associations, the results of the questionnaires and interviews regarding the participation of organizations in organizational development programs, their expectations toward programs, the fulfillment of the expectations, and also the characteristics of individual and organizational level of professionalization are analyzed, and consequences drawn.

Keywords: nonprofit organizations, professionalization, organizational development, learning

Management challenges of knowledge networks

László DINYA

The intellectual capital has an increasing weight in the market value of companies in the knowledge economy: while the value ratio of the tangible assets was about 78% in the market value of the Top 500 companies forty years ago that was just 20% in 2010. Professionals dealing with analysis think that the other 80% comes from different parts of the organisational knowledge (competence, intangible assets). It is also well-known that the knowledge of companies (organisations) could be developed through the wide network system of connections in the most effective way in the era of the knowledge economy (and society). Being the clients and partners very important sources of knowledge (and innovations) of so called learning companies the professional implementation of networked knowledge management is (or should be) the question of life importance for every companies. We have processed the experiences of innovation clusters in Hungary and based on regional research studies we investigate the challenges against the network management in Hungary coming from solving this task and it is compared to results of similar international experiences too. Based on it we summarize special challenges of home environment and the special management tasks coming from that.

Keywords: knowledge economy, knowledge network management, regional knowledge network

The characteristics of the innovative entrepreneur

Gergely FARKAS – Éva MÁLOVICS – Beáta KINCSESZÉ VAJDA

This study aims to gather useful constructs we found in the literature which can grab new relations about the entrepreneurial character. The effectiveness of organizations is influenced by many external factors and by their organizational culture. We focus on the attitudes and strategies of the entrepreneur instead of a broader organizational view. We think a firm can operate like a normal business, but if the leader isn't an entrepreneur like Schumpeter described it than it won't be a real entrepreneurship. The method suggested by us describes the entrepreneur and the firm from four different viewpoints. The value theory of Schwartz can grab the important human values for entrepreneurs. The strategic orientation theory of Slevin et al. tries to operationalize three main topics of Schumpeter's description about the entrepreneur. We use parts of the organizational learning model by Sinkula, Baker and Noordewier which are related to the innovativeness. The Miles-Snow strategy typology differentiate firms according to the relationship to innovation.

Keywords: entrepreneur, innovation, strategic orientation, values

Recent Challenges of Non-business

Ferenc FARKAS

There is a common understanding that the management (both theory and practice) concentrates on investigation of profit oriented businesses. This tendency has dominated in management since appearance of Taylorism. At the same time, Max Weber's instructions have taken place for the study of not for profit bureaucratic organizations. Since, the profit-public, business – non-business dualities has have relevancy within the management sciences. Nowadays the social presence and importance of non-business organizations are growing everywhere in the modern world. In Hungary, the phenomenon has attained to recent questions of economic policy. The purpose of this study to demonstrate the academic relevancy of these organizational problems is highlighting the new aspects of old questions.

Keywords: non-business sector, non-business management, professionalization, capacity building

Changes in consumer behavior by the impact of information technology

Balázs HÁMORI

The World Wide Web has brought at least as great changes to consumers' possibilities and behavior as had the industrial revolution back then. The internet has reduced transaction costs, and it allowed a wide range of consumer groups to cut their purchases adrift from space and time. The information economy, forming in the footsteps of those changes, have led to the arrival of a new type of consumer, whose behavior, attitudes greatly differ from the behavior of typical consumers of industrial capitalism. Above all, the new consumer is an informed. In addition, he or she expects the firm to provide the given service or product, when it is convenient for the consumer. Today's consumers can be dazzled less and less by simply providing them with tangible goods. Consumers demand experience, they even expect that the act of shopping to be embedded into experiences. Information technologies and especially the internet have driven the consumers out of their passive role. The consumer is not waiting passively anymore to see what is invented for him and her by the industry. Firms do react to these new types of consumer attitudes and they involve the consumers in both the promotion of products and – what is even more interesting than the former – in the development of the products. Firms of course will try, according to their old routines, to manipulate consumers, and we cannot even say that they are always unsuccessful in doing so. By the creation of stars, firms are “taking back” from the consumers the possibility of autonomous consumption decisions.

Keywords: consumer, consumer behavior, asymmetric information, information technology, coalition of customer, manipulation

What will be the role of personal relationships on the business markets in the era of information technology?

Erzsébet HETESI – Balázs RÉVÉSZ

As a result of the rapid spread of information technology use, we have been witnessing radical changes in the field of business relationships lately. Will the spread of information technology use decrease or even annul the importance of personal relationships, trust and loyalty in interorganizational relationships? Present paper answers this question built on the results of two surveys and a series of in-depth interviews. Our findings highlight the fact that while information technology use results in changes in the form of interorganizational communication, maintaining personal relationships is still a relevant issue on the business markets. The results of the first survey show that information technology has brought about radical changes in the supplier–customer relationships. The analysis of the in-depth interviews; on the other hand, led to a seemingly opposite result indicating that business participants still consider personal relationships important. Drawing on the results of our

second survey, we may state that both approaches can be effective in interorganizational relationships. We believe that the combined use of information technology and personal relationships will enhance the positive evaluation of relationship quality, this way supporting the development of long-term relationships in the future.

Keywords: relationship quality, information technology, customer relationships, personal relationships, relationship management

Review of growth lifecycle management of SME's

András HORVÁTH

One of the most important management challenge for the Hungarian micro, small and medium-sized enterprises certainly is how to handle and coordinate decently the general growth in their life. As the result of the experiences of the last years could be determined, that the life-cycle analysis models for the businesses are increasingly well-founded and helpful tools by the everyday duels. During my research period I collected the previously published life-cycle models, and I created my own breast-wheel life-cycle model, which eliminates the inelasticities of the earlier models, and as well as implement the typical Hungarian SME criterias. At the end of the last year within of the framework of my research program more than two hundred enterprises were asked with the help of questionnaires in the Western Transdanubia Region. According to my empirical research period I would like to point out that the so far discovered and published western theoretical life-cycle models – which are mainly based on large corporations characteristics – could interpreted and applied to the Hungarian SMEs as well – having regard to some national characteristics.

Keywords: lifecycle model, growth lifecycle management, generation change

Strategic planning process for Nonprofit Organizations

Zoltán HORVÁTH

Since the early 1990s nonprofit organizations have emerged and have been growing in many sectors. As a result a variety of civil society has been formed. This process has continued ever since: nonprofit organizations are essential elements of current societies. These organizations are characterized by greater vulnerability to the prevailing environmental factors. More and more of these organizations use typical profit-oriented enterprises management methods to succeed. This study highlights the importance of strategic planning, and examines the practice of the Hungarian non-profit organizations. The information in this study is primarily derived from questionnaire survey. The responses of 80 organizations were processed. These results are complemented by in-depth interviews and the author's personal experiences.

Keywords: Non-profit organization, strategy, planning, environmental analysis

New directions in the children – focused marketing communications

Katalin HUSZÁR-PAP

This study aimed to investigate the marketing communication of those companies that address children as their target group. Nowadays, children as a target group have become increasingly important for the companies, because the childhood experiences a great impact on their future choices and consumer habits. However, it is still open to dispute how companies can effectively reach and convince children between age of 4 and 14. The key question is whether it is enough to apply traditional marketing tools or the opportunities offered by new technologies are to be used as well. Nowadays, children meet the products in such a high level of marketing noise that it is a challenge to stand out from this noise for every company. In my secondary and primary research I also focus on the free time activities, lifestyle habits and media usage of children.

In my primary research I used qualitative, focus-group methods to analyse this group. After that I began to analyze the age of 6–10 more elaborately, with interviews to learn more about their free-time activities and media usage. Furthermore, I observed their attitudes in connection with advertisements, and the influence of the advertisement. This research was supplemented with dyed-interviews as well, which allowed them to confrontate the opinions.

As a result of my research I found that traditional marketing tools and advertisements, nevertheless they are more and more active users of new technologies and owing to this the usual communication channels are not preferred anymore. However, the role of their parents are high, who try to encourage them the conscious (media)consumption. Aware of these results, it is the companies task to develop a responsible attitude which support the consumer choices.

Keywords: kids, marketingcommunication, advertisement, communication tools, parents, influence, responsibel behaviour, concious consumption, media consumption

Prerequisites, conditions and strategic achievements of collaborative innovation between industrial and non-business institutions

Viktória KATONA

To manage high risks and uncertainty associated with research and development and innovation projects, risk sharing via collaboration with multiple stakeholders is essential. Partner institutions with complimentary abilities and know-how, from varied organisational and cultural backgrounds along the entire industrial value chain engage in complex innovation processes.

The study provides an overview of scientific and empirical studies in the field, establishing a foundational framework and strategic goals through collaborative efforts in innovation by each type of stakeholder, for a clear understanding of the phenomenon.

Keywords: open innovation, collaboration networks, cross-sectorial collaboration, inter-organizational collaborative efforts, innovation management, collaborative

Successful students? – Analyzing labour market position of graduated students in the frame of the DRP research

Klára KAZÁR – Zsófia KÜRTÖSI

Examination of graduated students' positions has a key importance from the point of view of universities. However, the universities' effect on positions is disputed, it is very important to get know information about graduated students' positions. Concerning graduated students' positions, a frequently examined field is the satisfaction of entrants, and other important areas are the investments during studies (working during studies, abroad studies).

The aim of this paper is to examine what kind of groups of graduated students can be differentiated based on positions, how those groups evaluate their work and what kind of investments did they do during their studies. Grouping of graduated students was based on job seeking time, the main occupation's monthly net salary, the position in profession and necessity of diploma. Applying hierarchic cluster analysis, for example the labour force market elite, the profession leavers or those graduates can be differentiated who have lower salaries in their profession. It can be stated that graduates who belong to the labour force market elite are more satisfied with their position than graduates in other groups. Concerning investments during studies, the ratio of investors is higher among the labour force market elite group; however, that ratio is different among the groups, depending on the type of investment (professional work, study abroad, non-professional work).

Keywords: DPR, graduated students, labour market position, labour market status.

Measuring the efficiency of competence development in the higher education

Beáta KINCSESZÉ VAJDA – Gergely FARKAS – Éva MÁLOVICS

As a result of the Bologna process, in order to enhance mobility between countries and marketability, competency-based training structures have evolved in the Hungarian higher education system, and consequently, there is a larger emphasis on skill development. The need for competence development as well as for monitoring the quality of education is strengthened by the competition among institutions, however, its realization is difficult and therefore, incomplete.

Our research aims to provide a long-term possibility for monitoring the quality of skill-developing courses, both from the aspect of competence development and from students' perceptions of quality. The latter is important because trainings represent a new method of education for students and it is worth investigating the dimensions that form the basis of their evaluation. Therefore, we have developed a twofold methodology: measuring competence development grabs technical quality, while measuring students' satisfaction grabs the functional quality of a course. Our study presents our methodology and the first results of our research.

Keywords: competence, training, higher education, service quality

University management challenges concerning organisational development

Ágnes KIRÁLY

A leader can choose from several methods how to develop an organization. It depends on the elements of the organization which have priority in the development process, however, the interventions have spillover effects. When the leaders of higher education institutions (HEIs) vote for the methodology of organization development (OD), they do not always consider the organizational conditions which are necessary for the effectiveness of OD. The reason for this, on one hand, is that we cannot name all of the organizational factors which have influence on the success of OD, and on the other, that it needs a preliminary diagnosis, an organizational self-evaluation. This study reveals the critical points of the decision-making process which university management, concerning the necessity and implementation of OD, should pay attention to.

Keywords: organizational development, decision-making process, higher education, university-management

Organizational Effectiveness – Prospect Theory – Chances and Conditions

Zsolt KRISZTIÁN – Zsolt NEMESKÉRI

The turbulent economic environment keeps the organizations in a continuous decision-making position. When risks and uncertainty are involved the decisions of the „human factor” are not or not entirely following the predictions of the expected utility theory. The management of the organizations often faces this problem. Usually people are not following the rational calculations of the theory or the statistical laws of predictions.

The forming of judgements relies on some basic heuristic procedure. In complicated and risky decisions participants are inclined to over-simplify the problem. Although, it is a

well-know phenomenon, it was summarized by Daniel Kahneman and Amos Tversky, the shared Nobel-prize winners in 2002, in their prospect theory. Prospect theory puts the decision maker with the subjective evaluation of probabilities and with the help of the so-called value function into the process.

Keywords: Decision making, uncertainty, reasonability, prospect theory, “framing” the advice

Challenges in project organisations and management

Györgyi LAKATOSNÉ SZUHAI

The project organization is a temporary group organized for implementing a certain task and created a unique management practice for itself. These tasks require different leadership attributes from the formerly dominant, hierarchic organisations that put emphasis on the importance of the leader's role model. The coordinative role of the leader is more important in the project environment as the colleagues work separately, the working organization is temporary and network oriented and the tasks to be solved are innovative and multidisciplinary. The good project leader – independently of the sector, geographic location, age and unique personal attributes – can be seen differently from the procurer's, the project team member's and the publicity's point of view. Though in every case the good project leader is rather a good manipulator than a good commander. This study examines the characteristics of the good project leader – both from their own and other's point of view.

Keywords: project organization, professional experts, project leader

Market-based operation in the Shared Service Model

Róbert MARCINIÁK

The most important characteristic of shared service model that it differentiates from the centralization is the market-based or market-like relationship between the service delivery center and client organizational unit. This specific market-based relationship is the key of the whole model. It determines the success of model usage to gain advantages, reach further progress, setting up for itself as a division, avoiding problems during the operation.

It is an interesting question how market-like is the relationship between affiliates and the service delivery center. Since theoretically some affiliates could buy services from an external service firm as well but in the practice they have not such kind of decisional opportunity. These kinds of questions are made by centralized. If there is internal competition between the service centers or the internal service center and an external service firm than it is initiated by the center and not by the affiliate.

This research study is about the future of the Hungarian business service market, mainly in the view of the shared service model. My research focused on the Hungarian shared service market and the players of it. In my research I analyzed what factors guarantee

the market based operation in the shared service model and how it appears in the practice of the Hungarian market players.

Keywords: Shared Services, strategic sourcing, SSC, business service

Intrapreneurship – a potential source of competitiveness in the organization of enterprise

Bettina MARTUS – Péter SAVANYA

The economical and social impregnation in the local and international environment is very important from the view of small and medium enterprises. In the 21th century to use the old tools and mechanics to stay competitive is not enough. The SMEs have to integrate new methods to realize profits. Nowadays we can find a new-motivation system, called intrapreneurship.

Related to this phenomenon we will examine the assumptions we need to establish to get some intrapreneur. We need environmental and entrepreneurial endowments and capacity and of course we need human capital and social capital too. The motivation of human capitals will result our new innovations on the market. This kind of cooperation between the employer and employee can have benefits and disadvantages too. The entrepreneur as economic actor is very important for the business but it's not enough without accumulated social capital (social embedding).

Keywords: Intrapreneurship, social capital, motivation, competitiveness

The importance of business contacts and their innovations and practical applications in the field of supply chain

Eszter MEGYERI

The research focuses on business contacts among companies, their clients and customers to map and understand their relationship dynamics. Intra- and intercompany collaboration characteristics and dimensions have undergone significant changes over the past 20 years. Whether process-centric or contact oriented dimension models are tested, they will present a true break-through if their applications create real values for businesses. This study focuses on B2B relationships of packaged goods industry.

In the analysis I use the 2012 GMA supply chain benchmarking data of North American food processing companies as secondary source to verify relationship management innovations in the sector. I study what changed in the relationship management in recent years together with the importance of relationships in the light of developments in supply chain objectives.

Keywords: relationship management, supply chain, B2B, consumer packaged goods market

Innovative organizations, organizations without borders

István SZINTAY

This research paper wants to draw the attention to that phenomenon - or perhaps more the fact - that the effects of globalization and the turbulent changes of the market generate challenges and force out alterations of companies. Therefore the adaptation capability of market players led to recognition and acceptance of continuous changes.

The research paper identifies by the literature from the years of a nineties accepted term of innovative organization as the ability to change, quickly adaptation and initiation. Since 1998, the changes of innovative organizations are described by four dimensions:

- organizational structure,
- organizational values,
- organizational processes,
- changes in organizational boundaries.

Beyond the interpretation of these dimensions, the research paper focuses the theoretical questions of outsourcing, reduction of organizational levels and summarizing of the whole topic, the vertical network organizing.

Keywords: innovative organizations, managing vertical networks, organizational dimensions

From taylorism to neo-taylorism: a 100 year journey in human resource management

José Luis VÁZQUEZ – García María PURIFICACIÓN

Frederick Winslow Taylor's "Principles of Scientific Management" revolutionized systems and techniques of personnel organization and management at the beginning of the 20th century when being published in 1911. This volume, as one of his three major works, is likely to be the best known contribution of the American mechanical engineer and economist.

The influence of Taylor's postulates was immediate in mass production both in the USA and around the world. Later on, in the last 100 years his principles have been applied, modified or reviled as well as they have given chance to different alternative schemes fitted to specific circumstances and market requirements, either aiming at their development or substitution.

This paper presents an overview of the main prevalent theories in personnel management from Taylorism up to current times, concluding that, far away of being an obsolete and exhausted model, several forms of Neo-Taylorism are nowadays fully in force in productive organizations.

Keywords: Taylor, Taylorism, Scientific Management, human resource, personnel management, historical evolution, Neo-Taylorism

Rejuvenation of an innovative milieu

Jolán VELENCEI – Ágnes SZEGHEGYI – Zoltán BARACSKAI

Today, on the Web the “innovation” concept has roughly three hundred million, the “lean startup” concept has roughly two million, the “knowledge based organization” concept has roughly one million and the “creative ecology” concept has roughly twenty thousand hits. Impossible to define a conceptual framework for innovation, but you might not need to do it. It can be a lot of sense making of rejuvenation.

In the Collaborative Knowledge Platform research lab of Óbuda University we strive to develop a space to support the experience based innovation. The network of innovators can be deployed around on mashup content. The Collaborative Knowledge Platform filters avalanche knowledge on the web, removes the “trash” thereby increasing the chance to achieve the “promising knowledge”. The relevance of knowledge is determined by the recommendations. Among mashup content which is available from the Collaborative Knowledge Platform there are many things, but not anything. The passionate innovators from the knowledge offered by platform can choose whatever they will need there and when for them.

Keywords: Black Swan phenomena, Experience-based innovation, Collaborative Knowledge Platform, Knowledge-based System

Modelling usefulness of collaborations in heterogeneous co-operations

Márton VILMÁNYI – Erzsébet HETESI

The aim of this study is to model usefulness of collaborations in heterogeneous co-operations. The idea of relationship value means explicit starting point to the management of relationship quality or the relationship performance. Nevertheless, in the relationship monitoring and management there are several “strange” phenomena, sector-, or network-specific issue, which could drive practitioners into a corner. For this reason, in our pilot study, we focused on the perception of relationship quality and relationship management in a heterogeneous network, in the case of AIPA Automotive Cluster. In our research we concentrated on the identification of sector-specific elements, that can reach the previous results with new experiences. At first, in our study we emphasize our starting points and the models of relationship quality and relationship performance. In the next we articulate the research questions, the attributes of our research area, and the used research methods. Finally we summarize our findings, and based on our results we formulate both our theoretical and practical experiences.

Keywords: relationship performance, relationship quality, trust, commitment

Some new and newly identified cues in information and knowledge management

László Z. KARVALICS

There is a growing need for new generation of specialists, working on knowledge domain since the Millennium. Not only the knowledge companies (where the raw material and the product are also knowledge goods) and the knowledge-intensive companies (where the knowledge processes are more and more influential in the value chain of the production, comparing to the physical work) are the pretenders, but every organization, under pressure of competitiveness or survival, needs technological or social innovation, adaptation and creativity.

The important competencies and interventions are forming newly identifiable roles, expertises and professions. In this paper we present well-known, launched, analyzed (Chief Knowledge Officer, coach, Personal Knowledge Management specialist), long-standing existing, but newly re-defined (information stars) and emerging ones (information logistician, talent champion, data governance expert).

After reviewing them, we combine these new roles with the discourse of main knowledge functions to be primarily upgraded in the present and future corporate environment: the knowledge amplification and reduction of knowledge unevenness.

Keywords: CKO (Chief Knowledge Officer), talent expert, information logistician, information star, data governance expert, Personal Knowledge Management agent, PKM expert, knowledge amplification