

# 1<sup>st</sup> AIB - CEE Chapter Conference

October 9-11, 2014 Budapest, Hungary

## *Competitiveness of the CEE Region in the Global Economy*

*1st AIB-CEE Chapter Conference and  
2nd Working Conference on Competitiveness*

CORVINUS  
UNIVERSITY OF  
BUDAPEST

Faculty of Business Administration



Competitiveness Research Centre

Academy of  
**ab**  
International  
Business

CHAPTER

Central & Eastern  
Europe

# Book of abstracts

**Competitiveness of the CEE Region in the Global Economy**, held in Budapest,  
October 9-11, 2014.

The conference was jointly organized by  
Academy of International Business, Central- and East European (AIB-CEE) Chapter, and  
Competitiveness Research Centre (CRC), Corvinus University of Budapest.

**Book of Abstracts**

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## Foreword

It is our honor and pleasure to welcome the reader on behalf of the editors of the Book of Abstracts. It gives an overview of the papers of the Competitiveness of the CEE Region in the Global Economy conference.

This is a document of the 1<sup>st</sup> AIB-CEE Chapter Conference and the 2<sup>nd</sup> Working Conference on Competitiveness. AIB-CEE Chapter and CRC joined to organize an international conference. Actually three organizations supported and influenced the academic content of the conference with their missions, commitments and communities.

The Academy of International Business (AIB), which is the leading global community of scholars for the creation and dissemination of knowledge about international business and policy issues. We are grateful to Robert Grosse, Immediate Past President and Fellow of the AIB for his participation in the 1<sup>st</sup> AIB-CEE Chapter Conference.

The AIB Central and Eastern European (AIB-CEE) Chapter was founded in 2013. Its aim is to provide a platform for scholars and professionals working on and in the CEE region. As Lukasz Puslecki, its Chairmen put it in his conference welcome letter: "The overarching purpose of AIB-CEE Chapter is to foster the cooperation amongst scholars and specialists from Central and Eastern Europe in regard to conducting joint research, disseminating research outcomes and improving international business education standards. This purpose is to be realised, inter alia, through the organisation of regional conferences, seminars and the initiation of international research projects."

The Competitiveness Research Centre (CRC) of the Corvinus University of Budapest has just celebrated its 20th anniversary in doing research on the competitiveness of the Hungarian microsphere. During this period we have achieved considerable results in understanding and explaining macro and micro level factors of competitiveness of Hungarian enterprises. The five consecutive research projects we conducted in this period always focused on some timely issues of our economy, like the completion of the transition process, the IT revolution, joining the European Union and the global financial crisis. The ongoing fifth one focuses on the international contexts. As part of that the 1<sup>st</sup> working conference on competitiveness was organized in 2012. It is an achievement that the 2<sup>nd</sup> working conference is part of a region wide initiative highlighting the international business and competitiveness approach in the CEE region.

It was exciting to wait for the responses to the paper calls. Finally 57 papers by 105 authors from 22 countries are going to be presented in 14 sessions of the seven announced tracks. The contributions of the Track Chairs, members of the Organizing Committee and the 52 reviewers were invaluable for compiling this volume.



The theme and tracks of the conference are presented at first. The review process is an integral developing part of every conference. Great reviews can orient and contribute substantially to the subsequent paper development. List of reviewers and acknowledgement of the best reviewers are presented to recognize the importance of their work and contribution. Six papers were selected for highlighting their outstanding quality, which are listed before the abstracts. The abstracts are presented in the book by the order of tracks and their sessions. The Authors' Index closes the book, and it also gives support to find an author easily. The book of abstract is also for use of the conference participants therefore the program schedule of the conference is included.

Members of the Organizing Committee did their best to organize a conference which is both a professionally rewarding and a pleasant and useful networking event. We hope that the Book of Abstracts gives you a convincing overview on their professional achievements.

Budapest, October 3, 2014

**Attila Chikan**

Director of CRC

**Erzsebet Czako**

Program Chair

## Theme and Topic of the Conference

The decade of the 1990s was marked by the transition to market economy and reentry to the global economy for countries in the region of Central and Eastern Europe (CEE). Some IB academics reckoned then that foreign direct investment (FDI) could have a crucial role in that. They were right and FDI, that far insignificant in the region, has played a dominant role.

In the first decade of the 2000s several countries in region were still considered as emerging markets. Both FDI and export figures per capita were outstanding globally. The CEE region became both host and home region of MNEs as Deloitte CEE TOP 500<sup>1</sup> rankings show. Several countries accessed the European Union, and it is already their 10<sup>th</sup> membership anniversary in 2014. Their EU membership brought new dynamism and raised new challenges both to the EU and their governments.

The global recession since 2008 exposed further challenges for both the countries and the region in the global economy. It is proposed that the CEE region and its countries are no longer seen as emerging markets since the second decade of the 2000s<sup>2</sup>. As McKinsey Global Institute stated in December 2013<sup>3</sup> a new growth model is needed to reignite growth and return back the precrises economic growth rates in the region.

Some scholars assume that research findings in IB and competitiveness may deserve more attention to contribute to that. It is perceived that there are several commonalities among countries behind the regional macro picture. They deserve systemic exposure, further research, and cooperation to have a better understanding and a clearer overview on it.

Central and Eastern Europe is assumed to constitute a major lens and common denominator of all the papers. The conference theme is to encourage both IB and competitiveness academics and professionals to submit their papers which have this specific focus. The preliminary track description shows the highlighted fields where submissions are especially welcome, and papers on other IB and competitiveness topics are also accepted. Each track is briefly outlined below. However, submissions from other areas are also possible, provided that they contribute directly to international business scholarship with a focus on Central and Eastern Europe.

<sup>1</sup> <http://www2.deloitte.com/global/en/misc/litetopicpage.global-topic-tags.cetop500.html>

<sup>2</sup> <http://www.ft.com/intl/reports/central-eastern-europe>

<sup>3</sup> [http://www.mckinsey.com/insights/economic\\_studies/a\\_new\\_dawn\\_reigniting\\_growth\\_in\\_central\\_and\\_eastern\\_europe](http://www.mckinsey.com/insights/economic_studies/a_new_dawn_reigniting_growth_in_central_and_eastern_europe)

# **Tracks and their Chairs**

## **1. MNEs and their Subsidiaries in the CEE Region**

**Andreja Jaklic, University of Ljubljana, Slovenia**

CEE region hosts varieties of MNEs subsidiaries, those from MNEs from developed countries, less developed (or emerging) country MNEs and the CEE-born and headquartered MNEs. The track is open to research papers on varieties of MNEs subsidiaries in CEE region, their performance, development, integration and cooperation within the region, effects and barriers for their growth. Papers on institutional support to foreign affiliates and domestic MNEs are also welcome.

## **2. Internationalization of SMEs and Born Globals**

**Tiia Vissak, University of Tartu, Estonia**

Qualitative, quantitative and conceptual papers on internationalization processes of SMEs and born globals - for instance, on factors leading to or affecting their initial internationalization and further growth, but also factors leading to de- and re-internationalization and differences between born globals and other internationalizers - are welcome to this track. Papers on CEE firms entering CEE and other regions or other firms entering CEE are especially welcome.

## **3. A New Level of Analysis: Global Value Chains in the CEE Region**

**Andrea Gelei, Corvinus University of Budapest, Hungary**

Internationalization has shifted the level of analysis from individual firms to complex global value chains. Both conceptual and empirical papers focusing on competitiveness issues of these GVCs are invited to the track. Research results related to the evolution, strategic positioning of GVCs active in the CEE region are welcome just like their challenges related to governance and operative management. Papers with special focus on supply chain management are also awaited.

## **4. International Management and HRM**

**Jozsef Poor, Szent Istvan University, Hungary**

National labor market belongs to the least globalized ones. International management and HRM are activities to cope them. Track would like to provide insights into HR management of multinational corporations in culturally diverse environment. Qualitative and quantitative papers to facilitate understanding and learning the implementation of international HR practices are warmly welcome.

## **5. Competitiveness of the CEE Region its Countries, Industries and Firms**

**Piotr Trapczynski, Poznan University of Economics, Poland**

This track is directly related to the main theme of the conference. Conceptual and empirical papers devoted to both current state and changes of the international competitive position of the CEE region, its countries, selected industries, and firms, are expected for this track. Contributions on theoretical foundations of competitiveness, particularly interrelatedness of national-, industry- and firm-level concepts are welcome.

## **6. Teaching IB and International Management: Experiences and Challenges**

**Mirosław Jarosinski, Warsaw School of Economics, Poland**

International Economics has been cultivated at higher education in many CEE countries. IB and international management have arrived with the development of market economy and globalization. The track is intended to discuss challenges and share lessons for further developing.

## **7. Networking Session**

**Michał Zdziarski, University of Warsaw, Poland**

An urgent need for comparative research on CEE countries has been recognized. Thus, the conference would like to provide academics an opportunity for networking in a session. Papers on good practices to support collaborative initiatives and research project ideas for CEE collaboration are expected as paper submission.

# Reviewers

We would like to thank the 52 reviewers who helped make the conference a possibility.

<b>Eva Alföldi</b>	Manchester Business School, University of Manchester, United Kingdom
<b>Monika Alt</b>	Bolyai University, Romania
<b>Agnes Borgulya</b>	University of Pécs Faculty of Business and Economics, Hungary
<b>An'le Burger</b>	International Relations, University of Ljubljana, Faculty of Social Sciences, Slovenia
<b>Pawel Capik</b>	Keele Management School, Keele University, United Kingdom
<b>Danijel Crncec</b>	International Relations Slovenia
<b>Erzsebet Czako</b>	Corvinus University of Budapest, Hungary
<b>Tobias Dauth</b>	Chair of International Management HHL Leipzig Graduate School of Management, Germany
<b>Imre Dobos</b>	Department of Logistics and Supply Chain Management, Corvinus University, Hungary
<b>Tomasz Dorozynski</b>	Department of International Trade, University of Lodz, Poland
<b>Marlena Dzikowska</b>	Department of International Competitiveness, Poznan University of Economics, Poland
<b>Modestas Gelbuda</b>	ISM University of Management and Economics, Lithuania
<b>Andrea Gelei</b>	Institute of Business Economics, Faculty of Business Administration, Corvinus University of Budapest, Hungary
<b>Mario Glowik</b>	Business and Economics, Berlin School of Economics and Law, Germany
<b>Calin Gurau</b>	Marketing, Group Sup de Co Montpellier Business School, France
<b>Karel Havlicek</b>	Faculty of Economic Studies, University of Finance and Administration, Czech Republic
<b>Andreja Jaklic</b>	International Relations, Faculty of Social Sciences, University of Ljubljana, Slovenia
<b>Mirosław Jarosinski</b>	Institute of Management, Warsaw School of Economics, Poland
<b>Imola Jozsa</b>	Szent Istvan University, Hungary
<b>Annamaria Kazai Onodi</b>	Institute of Business Economics, Faculty of Business Administration, Corvinus University of Budapest, Hungary
<b>Kinga Kerekes</b>	Department of Economics and Business Administration in Hungarian Language, Babeş, Bolyai University, Romania
<b>Zoltan Kovacs</b>	University of Pannonia, Hungary
<b>Miklos Kozma</b>	Institute of Business Economics, Faculty of Business Administration, Corvinus University of Budapest, Hungary

<b>Andrei Kuznetsov</b>	Lancashire Business School, United Kingdom
<b>Gyorgyi Lakatosne Szuhai</b>	Professional Project Life Kft., Hungary
<b>Jorma Larimo</b>	Department of Marketing, University of Vaasa, Finland
<b>Paul Marer</b>	Business School, Central European University, Hungary
<b>Nicolae Marinescu</b>	International business, Transilvania University of Brasov, Romania
<b>Wioletta Mierzejewska</b>	Institute of Management, Warsaw School of Economics, Poland
<b>Judit Nagy</b>	Department of Logistics and Supply Chain Management, Corvinus University of Budapest, Hungary
<b>Krisztina Nemethy</b>	Obuda University, Hungary
<b>Aleksandra Nizielska</b>	University of Economics in Katowice, Poland
<b>Witold Nowinski</b>	Instytut Ekonomii, Wyższa Szkoła Bankowa w Poznaniu (Poznan School of Banking), Poland
<b>Andrei Panibratov</b>	Graduate School of Management at St. Petersburg State University, Russia
<b>Anita Pelle</b>	Institute of Finance and International Economic Relations, University of Szeged Faculty of Economics and Business Administration, Hungary
<b>Aron Perenyi</b>	Department of Leadership and Management, Swinburne University of Technology, Australia
<b>Jozsef Poor</b>	Szent Istvan University, Hungary
<b>Lukasz Puslecki</b>	Department of International Management, Poznan University of Economics, Poland
<b>Matevz Raskovic</b>	Academic Unit for International Economics & Business, University of Ljubljana, Faculty of Economics, Slovenia
<b>Inna Romanova</b>	Faculty of Economics and Management, University of Latvia, Latvia
<b>Magdolna Sass</b>	Foreign Direct Investment, Centre for Economic and Regional Studies, Hungarian Academy of Sciences, Hungary
<b>Michal Staszko</b>	Poznan University of Economics, Poland
<b>Miklos Stocker</b>	Institute of Business Economics, Faculty of Business Administration, Corvinus University of Budapest, Hungary
<b>Marjan Svetlicic</b>	University of Ljubljana, Centre of International Relations, Faculty of Social Sciences, Slovenia
<b>Maja Szymura-Tyc</b>	Department of International Management, University of Economics in Katowice, Poland
<b>Dorisz Talas</b>	Faculty of Applied Economics and Rural Development, University of Debrecen Faculty of Applied Economics and Rural Development, Hungary
<b>Piotr Trapczynski</b>	Department of International Competitiveness, Poznan University of Economics, Poland

<b>Michael Troilo</b>	"School of Finance, Operations Management & International Business", The University of Tulsa, United States
<b>Tiia Vissak</b>	Faculty of Economics and Business Administration, University of Tartu, Estonia
<b>Krzysztof Wach</b>	Department of Entrepreneurship and Innovation, Cracow University of Economics, Poland
<b>Aleksandra Wasowska</b>	Department of Strategic and International Management, University of Warsaw, School of Management, Poland
<b>Michał Zdziarski</b>	University of Warsaw, Poland

# Acknowledgement for the Best Papers

Altogether 59 papers were accepted for the very 1<sup>st</sup> AIB-CEE Chapter conference that is a success. We would like to highlight and acknowledge the outstanding papers by the AIB-CEE Chapter 2014 Track Chairs nominations:

## **Magdolna Sass, Eric Rugraff**

Voting for Staying. Why didn't the Foreign-Owned Automotive Component Suppliers Relocate their Activity from Hungary to Lower-Wage Countries as a Response to the Economic Crisis?

Track 1/2 - MNEs and their Subsidiaries in the CEE Region

9:00, October 11

## **Rafal Sliwinski, Magdalena Sliwinska**

Growth and Internationalization of Fast Growing Firms

Track 2/3 - Internationalization of SMEs and Born Globals

13:30, October 11

## **Tobias Dauth, Agata Tomczak**

Internationalization of Top Management Teams: A Comprehensive Analysis of Polish Stock-Listed Firms

Track 4/1 - International Management and HRM

9:00 October 10

## **Anita Pelle, Marcell Vegh Zoltan**

Attracting Intellectual Capital: How has the Crisis Changed the Positions of EU Member States?

Track 5/2 - Competitiveness of the CEE Region its Countries, Industries and Firms

11:00, October 10

## **Aron Perenyi**

Growth Potential in the Context of the Profit-Growth Nexus – A Proxy of Industrial Cluster Competitiveness

Track 5/2- Competitiveness of the CEE Region its Countries, Industries and Firms

11:00, October 10

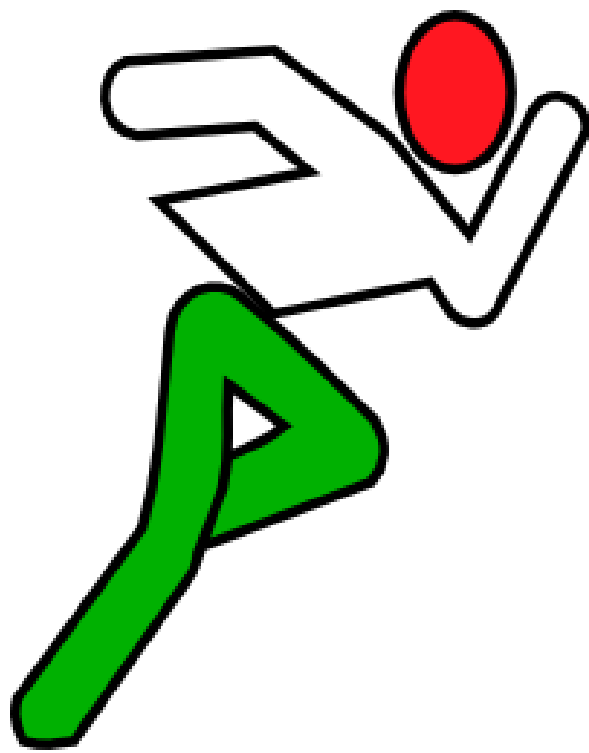
## **Piotr Trapczynski, Lukasz Puslecki, Michal Staszko**

Emerging Advanced Topics in an Advanced Emerging Market? International Business Research in Poland in the Period 1990-2014

Track 6 - Teaching IB and International Management: Experiences and Challenges

13:30, October 11





# Abstracts

# Track 1/1

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## **An Analysis of Acquisitions Versus Greenfield FDI in Romania**

Nicolae Marinescu

*International Business, Transylvania University of Brasov, Brasov, Romania*

**Laura N. Haar**

*Manchester Business School, University of Manchester, Manchester, United Kingdom*

Cristinel Constantin

*International Business, Transylvania University of Brasov, Brasov, Romania*

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In most Central and Eastern European economies that reformed their industrial structure starting from the early 1990s, foreign direct investment (FDI) was encouraged to speed up economic reforms. We look back upon a decade of inward FDI to Romania in order to reveal and explain the characteristics of inward FDI in a transition economy that adopted an open policy to FDI. We select the largest foreign-owned companies in Romania by turnover and apply multiple correspondence statistical analysis to observe and explain the relationship between modes of entry and a number of variables such as turnover, profit margin, economic sector and home country of MNEs. Importantly, we find that, in the case of large multinational companies, FDI via acquisitions outperformed financially greenfield FDI and the home country of MNEs together with the economic sector of their activities influenced this outcome.

**Keywords:** *acquisitions, greenfield FDI, Romania*

# Managers' Perceptions of the Impact of Cultural Differences on the Process of Internationalization of Companies

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A large sector of the International Business (IB) field, along with other fields (such as International Marketing and International Management), have dedicated themselves to research involving the reliability, applicability and generalizability of the psychic distance phenomenon. This construct has an influence on the internationalization of companies, consisting of cultural differences, differences in political and economic systems, mentality and geographic distance.

The aim of the article is to present qualitative research results on managers' perceptions of the importance of one of the psychic distance stimuli, namely cultural differences, in the process of internationalization of companies.

In the theoretical section of the article, the definition and operationalization of psychic distance and different stimuli of this construct are described. Particular consideration is dedicated to cultural differences. The second part of the article focuses on the description of ethnographic methods and their applicability to the measurement of psychic distance. In the third part of the article, the importance of the differences in culture in the process of internationalization is evaluated. The article presents the respondents' opinions on the significance of cultural values and practices, differences in religion and differences in languages in managers' decisions on internationalization. The author focuses on the impact of cultural differences on the choice of directions of foreign expansion, market entry strategies, the amount of foreign expansion markets, the pace of internationalization as well as the value of sales and capital engagement abroad.

The managers surveyed listed different factors of psychic distance and described their impact on the internationalization of companies. Although geographic distance is not a significant factor for them, they perceive differences in cultural values and practices, religion and the level of knowledge of foreign languages between Poland and the host countries of Polish companies all as factors impeding the process of internationalization. Nevertheless, the managers stated that they internationalize their activity despite the existence of cultural differences, overcoming these factors in order to undertake successful operations on international markets.

**Keywords:** *psychic distance, cultural differences, internationalization, triangulation of methods, qualitative comparisons*

# Market Entry Strategies of Asian High-Tech Firms in Central and Eastern Europe

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International business research delivered valuable knowledge concerning market entry strategies in the Far East, especially in China (Child and Yan, 1999; Belderbos and Zou, 2006). On the other side, research on market entry concepts of Asian firms in Europe seems to be comparatively underrepresented. This article targets to contribute filling this obvious research gap since we are witnessing an emerging market domination of Asian-based firms in the global markets, particularly in advanced, knowledge-driven industries such as high-technology businesses (Fu and Zhang, 2011; Wu and Mathews, 2012). On the macro-level, this article deals with the questions whether European countries have served as investment target regions of high-tech firms originated in the Far East, and, whether and how country-specific electronics industry cluster evolved over time in Europe. On the micro level, based on an exploratory-descriptive case study approach, market entry concepts of Asian-based high-technology firms are described and analysed. Research outcomes allow descriptions of changing local industry configurations of high-technology firms in the recent decade in Europe.

**Keywords:** *industry cluster, Asian high-tech firms, value added activities*

# Radical and Gradual Internationalization of a Born Global: A Case of a Belarusian Multinational

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This paper aims to contribute to internationalization literature by showing that a born global may use some of its subsidiaries as bases for gradually expanding further. Based on a case of a Belarusian door producer founded in 2000 that has invested to Austria, USA, Iran, Germany, Mexico, Turkey and Italy and, in addition, exported to 8 more countries, we also conclude that a home country's political and economic environment may be a crucial 'push' factor for a firm's fast internationalization.

**Keywords:** *internationalization, born globals, multinationals, Belarus, case study*

# Winners and Losers on the Liberalized Energy Retail Sector in Hungary: A Co-evolutionary Approach

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This paper examines the recent history of the Hungarian energy trading market in a co-evolutionary framework on *macro*, *meso* and *micro* level and look for the recipe of business success over past years of turbulence. Our empirical research concentrates on the institutional changes of the sector from the time of liberalization until the recent days. The rules and regulations of the market have been modified several times over this period. The rapidly changing institutional regime significantly influenced the market opportunities of the energy trading companies, mainly the subsidiaries of multinational enterprises, which have dominant market share in household energy retail segment. We collected financial data of 22 major trading companies of the market and analysed the firm-level, sector-level and macro-level two-ways interactions and their impacts on the corporate economic performance. The analysis identified strong relationship between the individual and sector performance of the trading companies and the actual political ideology and institutional regime.

**JIBS Keywords:** *business and the environment, institutional trajectories, market liberalization, energy, Central and Eastern Europe*

# Track 1/2

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## **Home Government Influence upon Emerging MNEs: How the Interest is Balanced against the Control in Russia**

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Influence of government is crucial for international operations of most emerging economies' firms. However, not all these firms have the same experience with government interventions: some benefit more, some less, and some make losses. The government roles vary among countries and industries. One pole is an absolute financial support and trade protection, while other is a restriction or too strict regulation. Firms react differently; some try preventing or at least predicting such behavior, while others do not put too many efforts to avoid this government enrolment in their business and projects abroad. With particular example of Russia, this paper answers on how the government influences an internationalization of emerging multinational enterprises, and what are the effects on their strategy and competitive advantages. It also analyzes the role the government plays to help these companies, particularly when they go internationally, answering questions how the government can shape an emerging MNEs' competitive advantage and at what level should it act to help company when expanding abroad. In addition, it argues how firms can protect themselves against the government intervention and what causes different experience.

**Keywords:** *emerging multinational enterprises, role of government, Russia*

# International Joint Venture Strategies and Performance in the Baltic States

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Research on international joint ventures (IJVs) has continued receiving a lot of attention from international business researchers. One important stream of research on IJVs is to identify how parent strategies influence performance of IJVs. Researchers have noted that there are several key factors influencing IJV performance such as the motives for IJV formation, trust and commitment, learning /experience in IJVs, control and cultural distance. However, the influence of these factors on performance of IJVs has been found to be complex and inconsistent in previous studies.

This paper aims to analyse Finnish parent strategies and their IJV performance in the Baltic States. In particular, we try to answer the general research question: “How do parent firms’ specific factors, investment specific factors as well as inter-partner relationship factors influence IJV performance in the Baltic States?”

As measures of performance we will use three measures: management view of total, cost and sales performance. Empirical paper of the study is based on 10 IJVs established by Finnish firms in various Baltic countries in 1991-2005.

**Keywords:** *international joint venture, strategy, performance, Baltic States, Finnish*



# **Voting for Staying. Why didn't the Foreign-Owned Automotive Component Suppliers Relocate their Activity from Hungary to Lower-Wage Countries as a Response to the Economic Crisis?**

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On the basis of interviews with ten foreign-owned automobile component suppliers in Hungary and the collection of indirect information, this article explains why the multinationals did not relocate their activity from Hungary to lower-wage countries as a response to the current economic crisis. We suggest that four 'keep factors of location' – additional investments of the automobile manufacturers, unchanged labour market regulation, changes in government policy and the existence of few alternative sites of relocation –, overcame the two main 'push factors of relocation': relatively low sunk costs and low dependence on the local environment.

**Keywords:** *relocation; crisis; automobile component suppliers; Hungary*

# Track 2/1

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## **Bounded Sociality View of Internationalization of Firms and its Key Concepts**

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The paper discusses alternative directions of how research fields develop and offers a preliminary, understanding of internationalization of companies based on the bounded sociality perspective, with proposed key concepts, thereby beginning to build a conceptual understanding of internationalization from an alternative perspective with bounded sociality as a key concept. Internationalization is defined and discussed as continuous expanding the limits of boundedness into cross national contexts. Finally, it suggests theoretical, methodological and managerial implications ensuing from the newly proposed perspective.

# **Does Location Really Matter? The Influence of the FDI Location on Competitiveness of the Enterprise – The Evidence from Polish Enterprises**

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The company's competitiveness depends on the linkages between its resources and capabilities and location-specific factors where the company runs its activities. The companies combine the advantages of particular geographic locations with their resources and capabilities to develop new and augment already possessed competitive advantages. The aim of the paper is to evaluate the impact of international operations in the form of foreign direct investments on the competitiveness of the investing companies as well as to identify areas of greatest benefits from an international involvement in relation to the location of their foreign affiliates. The paper presents results of a field surveyed carried out in 2012 through direct interviews among Polish companies – direct investors. The research results revealed that the foreign activities of Polish enterprises influences positively on their competitiveness, however the FDI impact is not so clear as it was expected. The empirical findings also proved that the location of their foreign affiliates did not influence significantly on the scale and nature of benefits from international activities in terms of the Chi-square analysis applied. However we can observe some tendencies based on the impact index indicating some dependencies between the location of foreign affiliates and the fields of the FDI impact indentified in the competitive potential of investing companies.

**Keywords:** *foreign direct investment, location advantage, competitiveness, developed countries, developing countries*

# Success Factors of Born Globals from an Economy in Transition

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The topic of early internationalisation has already been widely discussed in the literature but the research so far concentrated mainly on developed countries while not much research has been done in the so called transition economies. The objective of this article is to present the results of the initial research on success factors of born globals deriving from Poland, one of the transition economies in Central and Eastern Europe. Based on the survey of 55 Polish BGs it has been discovered that four success factors are most important: the willingness to succeed, a proper product, good knowledge of the industry and a clear vision of the firm.

**Keywords:** *born globals, international new ventures, success factors, transition economy*

# **The Effect of Economic Crisis on Centralization of Strategic Decisions – An International Perspective**

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In the time of crisis companies centralize their strategic decision-making. This empirical study analyzes EFIGE dataset which contains data about the behaviour of more than 14,000 European manufacturing firms in 2009 using a two-step model. The first step answers the following question what kinds of factors motivate a company to change its level of centralization and the second step examines what kinds of factors increase the probability of further centralization. The theoretical background is based on threat-rigidity approach according to which in the time of increased uncertainty companies need more centralized control and implement well-learned strategies. In the line with this theory, the empirical results shows that change in centralization is positively related to fall in company turnover, membership of a national or international group of companies and negatively related to the initial centralization. If a company change its level of centralization fall in turnover, group membership and the initial centralization increases the probability of further centralization.

## **Business Performance and Export Intensity of Hungarian Firms**

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There is a significant debate in the literature over business performance of exporting and non-exporting firms, export intensity, self-selection and learning-by-exporting. In this paper I show the picture of Hungarian exporting and non-exporting companies, using the Hungarian Corporate Tax Database, analyzing the whole population in years 2009, 2010, 2011 and 2012. According to the Hungarian data important hypotheses has been supported, as exporting companies employ significantly more employees, than non-exporters (around 20% more). Exporters pay significantly more wages than non-exporters (on average 71,4% more). Exporting firms create significantly more added value, than non-exporters (71,1% more per employee). Export intensity grows with firm size, but only from small enterprises. And learning-by-exporting can be observed in Hungarian companies, as the more export intensive the firms are, the more added value per employee they create.

**Keywords:** *business performance, export intensity, learning-by-exporting, exporting firms, Hungarian firms*

# The Role of Proactive Market Orientation in the Internationalization of High-Tech SMEs: The Case of Slovenia

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This paper explores specific drivers and results of high-tech SMEs' internationalization. It draws on the internationalization and open innovation literatures by incorporating both a process and performance perspective. Our model focuses on the important role of proactive market orientation which acts as a double moderator in the open innovation-internationalization relationship. We employ hierarchical regression analysis to test a novel conceptual model in the international business literature on a sample of 160 high-tech SMEs in Slovenia (mostly from knowledge-intensive service industries). Our analysis shows that proactive market orientation is a powerful double moderator which impacts both the relationship between open innovation and internationalization, as well as between internationalization and innovation commercialization in international high-tech SMEs. The results do not only highlight the importance of the link between strategic orientation and business performance among high-tech SMEs, but also imply that high-tech SMEs seeking to internationalize need to pay special attention in developing a proactive market orientation, in addition to them being highly innovative and adopting open innovation philosophy.

**Keywords:** *high-tech SMEs, internationalization, proactive market orientation, open innovation, innovation commercialization, Innovation performance, hierarchical regression analysis*

# Venturing Abroad from an Emerging Economy: A Study of Polish Firms

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The purpose of this paper is to broaden our understanding of factors that shape the process of venturing abroad from an emerging economy. We study the firm-specific antecedents of four crucial aspects describing the internationalization process – propensity to internationalize, direction of internationalization, degree of internationalization, and speed of internationalization. Concerning the firm-specific factors, we examine in particular the significance of entrepreneurial orientation, optimism, formalization, firm age and size. The study sample consists of 600 firms. Hypotheses are tested with binary logistic and linear regression models. Our findings reveal differentiated impact of examined factors for various aspects of the internationalization process. We find support for the assertion that the size of the firm is positively related to the propensity to internationalize and to the degree of internationalization. Also, propensity to internationalize is reinforced by strong entrepreneurial orientation and high level of optimism. The speed of internationalization decreases with higher formalization of organizational routines. Our study also shows an interesting relation between age of the firm and internationalization process which is not consistent with existing theories and might be specific to postcommunist economies. The mere fact that the firm is young does not constitute a major barrier in the decision of the first foreign market entry. However, the age of the firm shapes the internationalization process in terms of country choice (younger firms tend to focus on developed economies while older firms invest in culturally and institutionally close emerging economies) and the level of involvement in the foreign market, and the time lag between the inception of the company and the first foreign market entry is diminishing.

**Keywords:** *internationalization, entrepreneurship, entrepreneurial orientation, optimism, formalization, Poland*



### **Behind the Exporters Success Analysis of Successful Hungarian Exporter Companies from a Strategic Perspective**

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The purpose of the study is to provide an overview of export success from a strategic management perspective. The paper empirically tested the relationships between the firm's export performance, strategic thinking, adaptation to the changing environment and companies' capabilities. The research is based on the Hungarian Competitiveness Research database of 2013 that consists of 300 firms. Cluster analysis differentiated successful export-oriented and stagnant companies. Both of them had high export intensity (higher than 75%), but significant differences could be observed in export volume and profitability. More than 90% of total export revenue belonged to the successful export-oriented cluster. Successful export-oriented companies proved to be more proactive and innovative than stagnants, thus they were capable of adapting to the changing environment better. The study confirms the view held by Reid (1981), that exporting must be considered as a dynamic capability, because the context of a firm changes continually throughout its exporting processes. The study highlighted that appropriate strategic thinking could play a significant role in improving export success. The implication of the study is that stagnant companies need to develop their forecast abilities, flexibility to adapt to the changing environment and operational efficiency. Stagnant companies lagged behind successful exporters in regard to industry forecast, production level, number of innovations, competitive prices and employee qualifications.

**Keywords:** *internationalisation, export, performance, Hungarian Competitiveness Research Survey, strategy*

# Exploring the Role of Ownership in International Entrepreneurship: How does Ownership Influence on Firm's Internationalisation?

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The article focuses on the role of ownership in the process of entrepreneurial internationalisation of the firm. The main objective of the article is to verify whether and how ownership impacts on the level of internationalisation. The study elaborates on three dimensions of ownership, which are ownership structure (foreign vs. domestic), family ownership and the characteristics of the owner (age, sex, global mind-set and knowledge). The V4 research survey results and the sample of 190 internationalised Polish businesses were used in order to meet the objective and verify the assumed hypotheses. The initially assumed four research hypotheses (H1, H2, H3, H4), due to the calculations and results, were shaped, slightly changed and extended into five final hypotheses (H1, H2a, H3a, H3b, H4), which were confirmed. The investigated firms operating in Poland of foreign ownership are more internationalised, measuring by TNI, as these only of domestic capital. As a general rule, the investigated non-family firms are more internationalised than family firms as for the average TNI value. International attitude of the entrepreneur-owner affect the level of internationalisation of investigated firms: the higher values of attitude index, the higher values of TNI. Neither the age nor the sex of the entrepreneur-owner does not affect the level of internationalisation of the investigated firms.

*JEL Classifications: F23, L20*

**Keywords:** *international entrepreneurship, international business, ownership, family firms, owner*

# First Time Internationalizing SMEs: The Advantages of Diversification

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We explore export strategies of first time exporters and focus on the scope of SMEs internationalization activities. We tackle the question whether more focused or more diversified internationalization through exporting is beneficial for SMEs. We examine the impact of foreign market (geographic) diversification, product diversification and export intensity on firm performance of an entire population of SMEs from an emerging east European market. In addition, we test whether a complex export strategy—an export strategy of simultaneous product- and geographic export diversification—is beneficial for SMEs. We use a panel population data of first time Slovenian exporters in the period 1994-2012. We find that diversified internationalization, both in terms of product and foreign market diversity, significantly improves productivity and sales performance for SMEs.

**Keywords:** *first-time exporters, export performance, diversification*

# Growth and Internationalization of Fast Growing Firms

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The purpose of this article is to identify the factors positively and negatively affecting the internationalization of fast growing companies and their growth in the foreign markets. This study focuses on the fast-growing, highly innovative and internationalized Polish companies. Due to the aim of the research a qualitative multiple case study analysis was applied on the sample of 19 companies, where the semi-structured direct interviews were carried out with the management or the owners of the firms.

The research proved, that there exists a group of crucial factors influencing internationalization and growth of companies on foreign markets. To these factors belong product, technology, firms' competences, foreign partners and clear strategy. As the most important barrier of internationalization however the respondents recognized the finding of a good partner and employee on the foreign market. Interesting finding is that the second most important barrier was the complex of origin from the less developed country.

The value added of the paper is the creation of a complex set of factors helping and impeding the growth on foreign markets and the internationalization of firm. Secondly the research added more insight into specificity of Polish fast growing enterprises.

**Keywords:** *internationalization, growth, fast-growing firms, enterprise, international management*

# Track 3

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## **Global Production Networks Influences in Supplier Development: A Case Study of the Serbian Agri-Food Processing Sector**

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This discussion paper investigates how local suppliers' upgrading and innovativeness capabilities are shaped by the supply chains and business network(s) in which they are engaged. It examines the relationships a supplier has with its buyers, own suppliers and also how non-firm actors (government/donor assistance programmes etc.) facilitate supplier development. Four case studies are developed, each exploring the relationship a food processor in Serbia has with its local suppliers. Two food processors are MNEs and two are local companies producing both own brands and private labels. A number of locally based non-firm actors are also interviewed to explore their involvement in the process. The data was compiled using semi-structured interviews with companies' management and representatives from various institutions and donor organisations. Preliminary findings indicate that MNEs' suppliers primarily develop and upgrade through the discipline enforced by the MNE. MNEs and their suppliers tend to have well-established business networks so are less inclined to engage in non-firm actors' upgrading programmes. MNEs with weak local business networks and limited connections to non-firm actors struggle to source new local supplier talent. Suppliers to local food processors rely on their business networks for a combination of indirect spillovers from MNEs and assistance from Government/donor programmes. The nature and extent of the supplier's business network influences how it discovers and engages in assistance programmes. Suppliers with limited business networks are less likely to benefit as they are not on the radar of assistance programme implementers. Non-firm actors' networks not well aligned to optimise delivery of assistance.

**Keywords:** *business networks, supplier upgrading, government/donor assistance programmes, agri-food, Serbia*

# Integrated Trade with Disintegrated Production? (Some Aspects of the Role of Global Value Chains)

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In 2000 September, 14 researchers gathered in Ballagio, Italy for a workshop. The aim was to constitute a standard set of terms and develop a common framework for value chain research. Something had started there. This conceptual paper will show how the global value chain (GVC) concept spread since the early 2000s. We state that GVC is no longer just a concept or an analytical framework. A new type of business unit has emerged; its main decision-making criteria are based on economies of network, behind which is the spirit of informationalism. We search the connection between Powell's stylized models of markets, hierarchy, networks and Gereffi's theoretical framework of governance structure at GVCs. While interpreting the Smile Curve, we ask how we could measure the distortion of smile.

The paper's last question: Is the entire economic system covered by the Powell-Gereffi division? Kornai and Braudel both recognized the routine functioning basic-economy, without which the whole economy would lose its stability. How this vegetative or infraeconomy relates to the GVCs and to our globalized world economy, is a tough question.

**Keywords:** *network, GVC governance, Smile Curve model, degree of power asymmetry, autonomous (vegetative) control, infra-economy*

# Supply Chain Management in the Albanian Beer Industry

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Interest in supply chain management increased after 1980, when firms realized that their success depended upon the performance of their supply chain members. The new competition is not “firm versus firm” but “supply chain versus supply chain”, so firms can no longer gain competitive advantage alone, but they have to collaborate with suppliers and customers. Although research interest in supply chain management is growing, no research has been done in Albania. This paper is one of the first to investigate supply chain management practices in the Albanian beer industry. The aim of the research is twofold: first to investigate the supply chain management practices used by Albanian beer producers and second, to analyze the effect of supply chain uncertainty and organizational culture on supply chain management. I conducted semi-structured interviews with the managers of the main beer companies. The guide questionnaire consisted of open and rate-scale questions about supply chain uncertainty, supply chain management practices and organizational culture. The research will show that a high level of supply chain uncertainty does not always bring to high engagement in supply chain management as cultures with internal orientations impose limits to the execution of supply chain management practices.

**Keywords:** *supply chain management; supply chain members, supply chain uncertainty; organizational culture; Albanian beer producers*

# **The Diversity of Eastern and Western European Manufacturing Plant Roles in International Manufacturing Networks**

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It is generally assumed that Western European (WE) companies are more developed and operate more efficiently than their Eastern European (EE) counterparts. Nevertheless, the empirical evidence on plant level is very scarce, much more being written at international manufacturing network (IMN) or at macro level. Furthermore, even if the general picture of this difference might be true, there are many successful subsidiaries operating in EE which can serve as a hub of knowledge for their IMN. Also, there are case study examples, where subsidiaries in WE have their own deficiencies. Altogether, we argue that there is a need to conduct a deeper analysis into the roles manufacturing plants play in these regions, and the characteristics that might be associated with them. In this paper we apply the lens of subsidiaries and use the manufacturing plant as unit of analysis. Using the database of the International Manufacturing Strategy Survey (IMSS) we identify clusters of plants based on their competence levels. Our results show that plant competences are indeed different in the two regions, which can partly be the result of the age and location drivers of these plants. But there is a considerable group of highly competent plants in EE as well, which sooner or later can develop themselves to the level of their WE counterparts by building on the flow of information and knowledge within the IMN.



# Track 4/1

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## **Entrepreneurial Challenges related to Competition among Non-Governmental Organizations**

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Traditional strategic management approaches are criticized for being unsuitable to the needs of NGOs. While economization trends seem to continually move on within the NGO sector, this paper aims to investigate empirically competition in general within this sector, and to find out about entrepreneurial reactions related to competition of NGOs on a broad scale. In the present paper, Porter's Five Forces (1980) are used as a theoretical framework to understand and quantify competition in the NGO sector, as well as to explore differences in terms of NGOs' budget sizes. For this study, over 1.200 NGOs associated with the United Nations participated in our survey. Different mean values were found in the NGOs' assessment of various dimensions of competition and among NGOs of various budget sizes. This led to the findings that NGOs of different budget sizes perceive competition differently and show differences in their strategic reactions. Finally, we discuss that in order to enhance their competitive position, smaller NGOs should invest in their potential in concentrating on their specific skills and on fundraising. We also argue that large NGOs might need to intensify co-operations among NGOs and private partners.

# **HR Management at Subsidiaries of Multinational Companies in Central-Eastern Europe in Light of Empirical Researches between 2008-2013**

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There is only limited literature on HRM (Human Resource Management) in Multinational Companies (hereafter MNC) involvement and its impact on the HR/HRM activities of these firms in Central and Eastern Europe. The current research is part of long-term research cooperation – the Central and Eastern European International Research Team (CEEIRT) – that is composed of researchers from universities across the Central and Eastern European (CEE) region and aimed to describe the relationships within the companies involved - between the influencing factors and the HR solutions applied - in a statistically valid way on basis of two surveys (2008-2009 and 2012-2013).

**Keywords:** *HR practices, multinational companies, Central-Eastern Europe*

# Internationalization of Top Management Teams: A Comprehensive Analysis of Polish Stock-Listed Firms

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For most Polish firms, doing business across borders is very common. In order to identify whether the firms' internationalization is reflected by the internationalization of their upper echelons, the authors conducted a study on top managers of firms listed at the Polish GPW. In contrast to previous studies, a holistic approach to measuring board internationalization is suggested by taking into account several dimensions (e.g., nationality, international education, international work experience, foreign language skills). Our results show that the average level of top management internationalization in Polish firms is relatively low and barely corresponds with the firms' international business activities

**Keywords:** *top management teams, top management demographics, international executives, top management internationalization, board internationalization, Poland*

# Regional Export-Efficiency on the Market of Football Players

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**Objective of study:** The aim of the paper is to interpret and examine the export-efficiency of Central Eastern European (CEE) region professional football clubs on the international players' market. Some clubs of concerned countries realise higher and higher revenues from transfer activity which can be interpreted as export of football clubs. The research investigates correlations between sport success and transfer revenues.

**Materials and methods:** Football players are their clubs' assets, the most important limited resources of sport companies. We describe the literature of human resources management in sport, the globalization of sport and operations of football players' transfers. The paper also summarizes the specialties of football players' market. The research describes the relevant parts of published studies about sport success and financial results of leagues and clubs of examined region and analyses the realized transfers on the market of players.

**Results:** We collected all the relevant information even though there is not much information of this region available in the literature. CEE clubs realize nearly 100 M EUR profit annually, but there are huge differences between countries and clubs. Championships are also divided: those clubs participating in international tournaments have a powerful advantage compared to the other clubs.

**Conclusions:** Championships and national teams of countries with similar traditions and economies show various development paths which can be very well illustrated by the number and value of players transferred to western leagues. It is worth to studying the models of successful countries and clubs.

**Keywords:** *sport management, player transfers, sport human resources, export, Central Eastern European region*

# Women Presence on Polish Listed Companies Corporate Boards

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The growing economic challenges triggered the formulation and adoption of many codes and recommendations for improvement of economic and social performance. The assumptions of the positive impact of the diversity management and the call for the increase of women participation in business and their presence on corporate boards remain among such recommendations. Recently, the European Communication to the Parliament known as the „Strategy for gender equality between women and men 2010-2015” is viewed as a tool assuring for larger females involvement in business and one of the EU response to the financial crisis. Females are expected to enrich the leadership style, deliver new values and in result contribute to better performance and firm value increase. Although the gender equality and women presence in business belong to one of the most highly debated issues in business and regulations and the main assumption of gender strategy are well known, the main theme of the current debate refers to the strategies for the participation of female directors as well as the issues of introducing quotas for increasing women presence on corporate boards. The goal of the paper is to identify the participation of women on corporate boards on the sample of 50 Polish companies listed on the Warsaw Stock Exchange in the dynamic perspective. The analysis is conducted on the unique hand collected data from the annual report for the years 2008-2012. Additionally, the paper intends to trace the patterns of greater females involvement in management and supervision with the reference to the company characteristics (ownership structure, size, industry of operation) and its standards of corporate governance (board independence, board committees formation, transparency). Finally, the paper attempts to answer the question on the impact of the best code recommendations of the equal gender participation in management and supervision of the actual presence of women on boards and the functions played (member, CEO, chairman).

**Keywords:** *women, supervisory board, management board, board composition, code of best practices, Poland*

## Track 4/2

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### **Comparative Analysis of Workforce Fluctuation in the Hungarian and Slovak Labor Market**

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The purpose of this research paper is to introduce and compare Hungarian and Slovak workforce fluctuation, its correlation with the number of employed (hereinafter: company size), changes in the corporate turnover and forms of ownership. This research paper uses responses of a questionnaire-based survey which was conducted in Hungary (n=207) and in Slovakia (n=66) in 2013 and was aimed at surveying a more expanded labor-market fluctuations. This paper used data from responses to the questions in the questionnaire related to company size, turnover, forms of ownership, and corporate fluctuation data. The rate of fluctuation and distribution by high-level managers, middle-level managers, administrative workers, and physical workers was investigated. This analysis related to the above-mentioned characteristics summarizes in which employment position what labor fluctuation rate was experienced in Hungary and Slovakia and how the fluctuation rate depended on company sizes and their turnover. The study also investigates whether the fluctuation depended on public or private as well as on national or foreign ownership.

**Keywords:** *fluctuation, comparative analysis, Hungary and Slovakia, workforce, labor market*

# Employee Engagement and Human Resource Practices in the CEE Region and Europe

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This article presents the findings of the 'European Employee Engagement Survey', which is a biannual research that was executed in 2010 and 2012 with the participation of almost 300 European Human Resource (HR) professionals. Main objective of the research was to explore a comprehensive picture about the state of employee engagement within the European region with special attention to the Central and Eastern European (CEE) region. By introducing descriptive statistics of survey responses the paper provides an interesting overview about various approaches to employee engagement as well as the variety of HR and engagement management practices applied in the CEE and European region. Furthermore, through multi-variable statistical analyses it also reveals deeper coherences of HR and engagement practices with demographic data as well as certain employee aspects, such as employee morale, engagement and organizations' talent attraction and retention ability. The research confirmed that employee engagement had become a widely recognized concept among European HR professionals. Growing importance was attributed to employee engagement across European organizations with the intention to more deliberately manage employee engagement and link engagement measures to business results. Interestingly, however, the research findings did not fully support the generally agreed notion that improved HR and engagement practices would remarkably contribute to the improvement of employee aspects.

**Keywords:** *employee engagement, human resources, practices, CEE, Europe*

# How Creativity is Assessed by the Hungarian HR Managers

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Employee recruitment to select the creative job candidates is a key element of a company's innovation. For that reason, nowadays every job ad list creativity as a requirement and creativity is among jobseekers' needs. The question is given: what exactly is meant by creativity when HR experts look for creative candidates? In this paper we will review the literature on creativity in order to identify criteria against which job candidates' creativity could be assessed. We will follow the four key dimensions of creativity research which are the following 4 Ps: Product, Person, Press and Process. We summarised and examined more than 100 Hungarian HR experts' opinions which were grouped into these 4 Ps. According to our sample's responses this paper proposed that an appropriate HR assessment methodology could be suitable to assess creative skill of candidates. The literature acknowledges several methods for assessment of creativity so it is important to find out what tools are popular and used in practice most often to measure creativity.

*JEL classifications: J00, M12, M5*

**Keywords:** *creativity, HR, assessment methodology*



# The Role of Corporate Language in Career Mobility: Evidence from MNCs in Russia

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The paper investigates how corporate language influences the career mobility of MNC employees in Russia. In our work we use a framework that demonstrates that corporate language may act as a glass ceiling. The results show that employees in Russian MNCs with a lower level of corporate language skills will be less likely to consider vertical and horizontal career mobility than employees with a higher level of these language skills. Equally, employees in Russian MNCs with a lower level of corporate language skills will be less likely to consider internal and external career mobility than those employees with a higher level of these language skills. We prove that the corporate language may act both as a barrier and as a facilitator for the career mobility of employees in Russian MNCs who have different levels of corporate language skills.

**Keywords:** *corporate language, language skills, career mobility, career development, multinational corporations, Russia*

# Track 5/1

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## **Export Performance Clusters of the Hungarian Enterprises (Longitudinal Analysis between 1999 and 2013) What Factors are behind the Successful Export Activities?**

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The aim of the paper is to provide a comprehensive picture of Hungarian exporters between 1999 and 2013 by identifying main factors and tendencies of the overall export performance. The research is based on Hungarian Competitiveness Research databases of 2013, 2009, 2004, 1999. Each database consists of 300 or more companies. Several studies dealt with analysing export performance of nations and firms, the latter being grouped according to their size, ownership structure or industry, therefore a different method was used here. Export performance (measured by export-intensity, export volume, export change and profitability) was placed in the centre of cluster analysis. Four different clusters were identified. The most successful export-oriented companies produced more than 60% of export revenue in all databases, they had the highest export revenue, highest export rate, their profitability was over industry average except in 2009. Stagnant companies lag behind the successful export-oriented companies, although their export intensity was significant. Low export revenue characterised the other two clusters, their rate of total export revenue was under 5%. Significant differences can be observed between the two groups. Leading minor exporters had significant higher profitability and better operation than minor exporters. The research underpins that operational excellence is necessary to export success, but it is not enough. The general opinion is that quality, relationships, fast and flexible delivery are the most important success factors.

**Keywords:** *internationalisation, export, performance, Hungarian Competitiveness Research Survey, cluster analysis*

# Financial Depth of Russia in Comparison to other BRIC Countries

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The purpose of the paper is to assess the financial depth of the Russian economy in the BRIC context. Russian financial market is evaluated by a set of key indicators that characterize the level of maturity of the national financial system in respect to international standards. This task is implemented through descriptive analysis of extensive international data generated from a time series covering the period of 1995-2010. The paper demonstrates that in comparison to other BRIC countries, the financial depth of the Russian economy may be characterised as inadequate. In the Russian financial market potential for growth is combined with exceptionally high risks. Insufficient depth undermines its long-term competitiveness and exacerbates its exposure to shocks in the international market.

**Keywords:** *Russia, emerging market economies, financial depth, financial market, BRIC*

# **Innovativeness and Internationalisation of the Polish Economy - The CEE Transition Economies Perspective**

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The transition process of the CEE economies is considered to be the precondition of their innovativeness and internationalisation, leading to an enhanced international competitiveness of countries from this region. The objective of the study is to show the progress of the transition process and the related changes in the level of innovativeness and internationalisation of the Polish economy when compared with some other EU transition and mature market economies. The analysis is conducted on a macro-economic level and is based on secondary data sources, namely the Polish and European statistics and reports. The conducted study shows that the transition CEE countries, with Poland among them, improved their innovativeness in the period under study; however, the achieved level is still very low. Besides, the transition economies have developed significantly when it comes to both the inward and outward internationalisation, reaching the level of internationalisation comparable to some mature market EU countries. Concluding, the advancements in the transition process show a stronger positive relationship with the innovativeness than with the internationalisation of the CEE countries under study. For the Polish economy with its relatively large internal market, still undergoing the transition process, the level of both innovativeness and internationalisation stays low. The unfinished transition remains an important hindrance in achieving the international competitiveness based on the interrelated increase of the innovativeness and internationalisation of the economy.

# Investment Promotion Intensity and Regional Development in New Member States

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In recent decades investment promotion gained popularity amongst different levels of governments and academics alike. Yet its relationship with competitiveness of places, and broader regional development remains unclear and is seldom investigated. In an attempt to remedy this, the paper brings together place marketing and regional development concepts to explore investment attraction approaches in the Czech, Polish and Slovak regions. The paper identifies elements of best practice and investigates to what extent these have been implemented in FDI promotion conducted by regional authorities in the three countries after their accession to the EU. A set of organisation- and implementation-related elements are studied. Discussion is based on an original survey of regional authorities' FDI promotion. First the paper develops a measurement of regional authorities engagement in investment promotion then establishes the socio-economic conditions affecting it. The analysis provides insights into relationship between regional development and investment attraction - the main theoretical contribution of the paper. Diverse levels of engagement in promotion are not influenced by the staple competitiveness factors of GDP growth rates or FDI stock. Instead it is conditioned by labour market characteristics and administrative arrangements prevailing in the countries studied.

**Keywords:** *regional promotion, foreign investment attraction, Central-Eastern Europe, regional development*

# **Towards a Strategic Shift? On the Evolution of Poland's Position in the World Economy in 2003-2012**

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Poland, like other economies of the region of Central and Eastern Europe, embarked upon a process of radical economic transformation since 1989, leading to the introduction of a market-based economy. This process was accompanied and driven by a gradual opening of the economy to different forms of international economic activity, including notably export and foreign direct investment (FDI). The paper provides an analytical account on the increasing internationalisation of the Polish economy, pointing to the existence of a certain paradox. On the one hand, the process of catching up with advanced economies requires higher growth rates in terms of GDP. However, the said internationalisation also makes the economy more dependent on the economic situation in other countries. The analysis also indicates that a strategic shift in sectoral and geographic terms occurred in Polish exports. The paper concludes with recommendations for economic policy.

**Keywords:** *internationalisation, foreign direct investment, exports, economic policy, economic, transformation*

# Track 5/2

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## **Attracting Intellectual Capital: How Has the Crisis Changed the Positions of EU Member States?**

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One of the key elements of competitiveness today is the ability to attract intellectual capital. The question how the recent financial and economic crisis has changed EU member states' such abilities can be asked. The question is relevant in relation to the diversity of effects that the crisis had on EU member states, including the different levels of real economy adjustment constraints. Our findings show interesting results: many peripheral member states, deeply affected by the crisis, could considerably improve their relative positions between 2007 and 2013. The CEE countries show a rather mixed picture, implying rather different individual development paths.

**Keywords:** *competitive structure, innovation and R&D, technological change, European Union*

# Effects of National Factors on Firm Competition and Innovation: Evidence from CEE and Central Asia

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How do national characteristics influence competition and innovation among firms? Using a panel dataset of firms from 26 countries from Central and Eastern Europe and Central Asia, we analyze the impact of country wealth, a floating exchange rate, and EU membership on perceptions of competitive pressure and actual response in terms of innovation. We find that while EU membership heightens the perception of competition, in fact firms from the EU are less likely to introduce new products or services. Both country wealth and a floating exchange rate regime correspond with enhanced competition and innovation. An EU-member firm is more likely to obtain an international quality certification than one that is not.

**Keywords:** *competitiveness, innovation, exchange rate regime, European Union, economic development, rivals*



# Exotic Bank Products in Emerging Economies during Crisis

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The background of this study is related to the loss of confidence in financial sector after the economic crisis from 2008. In Central and Eastern European countries a specific aspect of this issue was identified, namely: the loss of confidence in foreign currency loans, considered an exotic bank product. Beside the political aspects of this topic the social responsibility of banks' marketing and advertising should be considered also at two important stakeholders categories: consumers and regulatory bodies. This study is guided by two research questions: How to manage the conflict between personal and social interest? What are the individual and social responsibilities of the banks, consumers and regulatory bodies? In this paper the exploratory phase of the research is presented. The general economic situation in recession and the specific marketing and advertising expense in this period led to a better understanding of the situation. The case of two developing countries, Hungary's and Romania's bank sector are presented with focus on exotic product like foreign currency loan. The results emphasized key factors of successful and less successful country cases.

**Keywords:** *economic recession, CSR, disclosure, bank marketing, foreign currency loans*

# **Growth Potential in the Context of the Profit- Growth Nexus – A Proxy of Industrial Cluster Competitiveness**

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The purpose of this paper is to examine the possibility of using firm level performance measures as proxies of firm level competitiveness to approximate macro level competitiveness. The profit-growth nexus in ICT SMEs is examined in Hungary and Australia for this purpose. The positive relationships between firm growth, size and profit suggest competitive strength in both clusters. It also disproved the presence of a profit-growth trade-off, and Gibrat's Law of size-growth independence, and shows a tendency of structural concentration in the clusters. Potential growth has been identified as the only significant differentiator in firm level data corresponding to the country level general competitiveness position of both clusters. The results suggest that the relationships between the factors of the profit growth nexus can provide information on the dynamics of competition in the cluster, while potential growth can act as a differentiator of cluster level competitiveness.

# Tackling the Recession with Anti-Recession Measures: How Does Internationalization Matter?

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This study analysed the effects of government anti-crisis measures during 2008 recession. We investigated the set of different policy measures granted in 2008-2010 to Slovenian firms. Using different versions of matching, we analysed the effects of anti-crisis measures granted to firms on their performance. Recipients of anti-crisis measures seem to shed more workforce than comparable control firms, increase labour productivity and with the help of targeted grants succeeded to increase average wage by more than control non-recipients. Next we applied dynamic panel regressions in order to study the impact of government subsidies on the growth of total revenues, employment and gross investment. We identified negative effect of anti-crisis measures on employment and revenues and no significant effect on revenue and gross investment growth. Firm size, export intensity, import value, capital intensity and innovation cooperation exhibit positive correlation with business activity. Positive association with firm performance was also identified for outward foreign direct investment (FDI), number of export markets, number of import markets, and number of FDI host markets. It appears that the degree of outward and inward internationalization positively affects the resistance of firms to aggregate demand shocks during the crisis.

*JEL: H25, O25*

**Keywords:** *state aid, efficiency, economic crisis*

## **Analysis of Large-Scale Privatisation and Assessment of the Impacts of Various Transformation Methods on the Czech Economy**

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Czechoslovak privatisation was one of the most remarkable economic transformations in the second half of the 20th century. Not in the sense of the overall value of the assets transferred, but rather in terms of the method chosen by the Government in privatising public property. The principal objective of the privatisation efforts was to transfer property, within an extremely brief period of time, from large-sized enterprises to specific owners, thus providing for a meaningful development and strengthening of competitiveness of Czech industry and that of the entrepreneurial environment. The Czech way of privatisation has been discussed countless times in recent years, yet the process needs to be further analysed and evaluated on an ongoing basis in terms of its long-term impacts on both macro- and microeconomy. The aim of the paper is to map the main steps undertaken as part of the so-called large-scale privatisation, with a distance of nearly a quarter of a century, and its measurable impacts on the domestic economic environment, in a manner, which is free of any ideological prejudices. The overall property transfer strategy had speed of the process as its fundamental criterion and involved selecting such owners that would have, if not demonstrable, then at least the minimum capacity required to complete the subsequent restructuring process and to set up such procedures that would secure continued operation of the enterprises. The receipts from the property sold were but a secondary criterion subordinated to the primary objective.

*JEL: L 33, P21*

**Keywords:** *large-scale privatisation, small-scale privatisation, restitutions, voucher privatisation, direct sales*

# Human Capital and FDI in Central and Eastern Europe

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The aim of this paper is to assess the role of human capital in attracting FDI in the light of selected empirical studies conducted in Poland and globally. The literature on factors determining FDI location, including those relating to the importance of human capital, is dominated with studies at national or supranational level. Attracting foreign investment has become a key component of national strategies for the CEE countries. The paper makes an attempt to assess the relevance of human capital for FDI inflow at regional and local levels in Poland. At the same time, results of analyses were contrasted with quantitative surveys conducted in Central and Eastern Europe. Investing in education and human capital is important for creating good climate for investment. It is said, that achieving a certain minimum level of education is the precondition for a country to attract and maintain foreign direct investment and maximise indirect effects connected with human capital and resulting from the presence of businesses with foreign capital and maximise indirect effects connected with human capital and resulting from the presence of businesses with foreign capital. We should also stress that such a minimum is different for different sectors of the economy. Results of the study conducted in the Lodz Region demonstrated that human capital is an important factor, which attracts FDI to the region.

**Keywords:** *human capital, FDI, CEE countries, Lodz Region*

# Slowing Growth – Decreasing Employability

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The main topics of the study: slowing growth in Hungary, the slowdown's reasons, the slowdown and the employment and a generalization trial for Central – Eastern Europe. The statements are based on intense use of statistics of national Accounts, tax declaration data collected by Hungarian Tax Authority and the AMECO database. These data are analysed by a specially developed production function that together with the traditional production factors also quantifies the immaterial production factors as well.

**The main findings** are as follows. As the price of a peaceful transition from centrally planned economies into market economies the multinational capital has got deeply embedded in the Hungarian economy and has become a determinant force of the country's economic life. Half of the Hungarian economy is run by him. In parallel, the domestic sphere has broken down the former ineffective large corporations and reorganized itself mainly by disassembling itself into smaller units. The fragmented Hungarian enterprise structure in the sharp international competition is unable to accumulate knowledge and tangible capital. This slows down the growth and the employment ability as well. The way to come out from this situation is to incubate SME development in order to strengthen the small and micro companies and to promote this way the accumulation of both tangible and intangible capital and increase employment ability. This is not only a Hungarian problem. The phenomenon is common in Eastern Europe and this will cause an increase in tensions for whole Europe.

**Keywords:** *GDP growth, multinational and domestic firms, SMEs and big companies, changes in enterprise demography, production functions, GDP growth rate – employment rate*

# **The Euro and East Europe: Six Insiders, Six Outsiders; Why So?**

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The essay discusses why six East European (EE) countries are "Euro Insiders" -- that is, have adopted the euro or have pegged their currencies to it -- and why the six others are "Euro Outsiders" -- that is, their exchange rates fluctuate vis-a-vis the euro. I then draw conclusions about the rationale of the countries' choice about being Euro Insiders (EI) versus remaining Euro Outsiders (EO). Were the individual country choices wise? What are plausible euro options for the EOs and what are the most probable scenarios about the outsiders becoming insiders in the foreseeable future?

# Track 5/4

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## **Competitiveness Analysis from Financial Point of View in the Hungarian Dairy Industry (2008-2013)**

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In our study we analysed time-series change of the competitiveness of leading companies of the sector based on their financial position regarding the period of financial crisis. Firstly, high level of revenue concentration was proved, consequently, strong competitive situation among few competitors was realised. Corporations having three common features (high amount of equity, high revenue, and diversified product structure) were included in the sample. As the methodological background we assigned financial parameters to the definition of corporate competitiveness, and then comparative and comprehensive financial analysis of competitors was accomplished. Using relevant studies, liquidity based on balance sheets and cash flow statements, working capital processes, conventional and cash-flow based profitability were analysed. It was proved that sample companies continuously improved the efficiency of working capital management indicated by the decrease of the average cash conversion cycle from 45 to 23 days. We realised that there is a Hungarian owned firm having outstanding financial performance, consequently, it has significant position among competitors. This company has further opportunity to increase its market share and competitiveness in the future. Finally, important characteristics of the sector were identified concerning the low level of technological improvements (the average ratio was below 3% of the revenue), and unfavourable profitability processes.

**Keywords:** *dairy industry, competitiveness, financial position, working capital management, long term growth*



# Internationalization Patterns among Polish Public IT Companies

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This study undertakes a first attempt to carry out a systematic analysis of internationalization processes among Polish public IT companies. Therefore its main objectives include exploratory questions concerning the degree of internationalization. Additionally we studied the relationship between internationalization and market valuation as well as the impact of company age and size on internationalization. Our findings indicate that the level of internationalization among Polish public It companies is lower than recent studies from other emerging markets show. Studied companies are very diverse in terms of internationalization activity with majority displaying very low levels of such activity and the small minority displaying very significant levels. The more internationalized companies are assessed by the markets as more valuable. Obtained results do not provide a clear picture of internationalization patterns. While the degree and commitment to internationalization among studied companies is greater for younger companies, the size, particularly employment is positively correlated to the foreign sales intensity and presence of foreign subsidiaries.

# Stability of the Banking Sector and Competitiveness: A Latvian Perspective

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Competitiveness of any country is closely related to the stability of the banking sector. Therefore, the objective of the paper is to analyse the main factors that influence stability of the Latvian banking system and consequently competitiveness of the country. Analysis is made based on the multiple choice model. The analysis shows that one of the most important factors, negatively influencing stability of the banking system, is loan quality that is closely related to ease of access to loans. The paper identifies the main imbalances in banking operations that have lead to these problems and offers proposals to its solution.

**Keywords:** *banking and finance, competitiveness, profitability, access to loans, loan portfolio quality, stability of banking system*

# **The Structural Power of Enterprises – Towards the Widening of the Notion of Market Power**

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The purpose of this paper is the conceptualization of the notion of the enterprises' structural power. It allows to draw the attention to the process of diversification of enterprises and building of complex and multidimensional ownership structures as possible sources of the increase of the companies' power or their entire groups and the possibility of its use and abuse in order to limit the competition and better perform on the market.

The concept of the structural power is joining the scientific discussion on sources and possibilities of using the corporate power and writes into the current research on one of the fundamental problems of economic theory: how to protect competition internationally and therefore determine the limit, when the natural and a desirable behaviour of enterprises aimed at increasing their international competitiveness begins to distort competition and adversely affect economic development.

The analysis of structural power clearly show that the potential influence on other market participants may arise not only from the firm's position on the relevant market and other factors related to its specificity, but also from the various types of linkages between firms.

The paper has theoretical character and the inference is based on the analysis of literature, especially concerning the different concepts of enterprises' power and the Competition Policy of the EU.

**Keywords:** *competition, strategies of MNEs, market power, structural power, diversification*

# **Winning in Europe – International Strategies for Hungarian Professional Sports Clubs**

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The objective of our research project was to identify key patterns in the international strategies of Hungarian professional sports clubs. In this paper we present the early results of our project, based on two pilot case studies. The global competition challenge Hungarian professional sports clubs face is expected stimulate the development of special strategic patterns that may add depth to the general internationalisation models based on empirical findings of more developed nations. Early results drafted such patterns focused around the development of new sporting facilities and the need to learn the know-how of commercialisation from international examples. These patterns are to be further refined through additional case studies to provide the basis of more powerful analytical generalisation.

# Track 6

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## **Emerging Advanced Topics in an Advanced Emerging Market? International Business Research in Poland in the Period 1990-2014**

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The main objective of this paper is to present the findings of a structured review of contributions to international business research in Poland in the period 1990-2014. In order to address this objective, qualitative and quantitative methods were integrated to identify main research areas, their relative importance and changes thereof within the analysed timeframe, as well the specific research topics within each area. The results indicate that macro- and micro-level internationalisation, followed by international firm competitiveness and international entrepreneurship have consistently remained dominant research areas, although their relative importance has evolved throughout the period under study. Quantitative research methods, with a strong focus on descriptive statistics, have been the main tools in previous contributions. In addition to highlighting the need for more attention to performance and competitiveness-related issues, the results of the review also point to more attention to interrelationships between macro-, meso- and micro-level variables.

**Keywords:** *international business research, literature review, Central and Eastern Europe, emerging markets*

**JEL classification:** *F14, F20, F21, F23, M16*

# **Practical Approach to International Business Studies in English at Polish Universities**

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The subject of this paper is the presentation of BA and MA International Business (IB) studies in English as a new practice on Polish educational market. The main objective of this paper is to examine the IB studies in English at the University of Gdansk (UG) and to present practical approach of their functioning combined with some recommendations. The results show that the UG has established competitive and attractive programmes, although at lower costs' levels compared to universities in other countries where the IB studies have longer tradition and good reputation. It is considered that IB studies cement international position of the UG. Among methods used in this essay there are quantitative and qualitative studies.

# Relationship between Knowledge Transfer and Mentoring System in Education

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The study deals with the relation of mentoring system and the knowledge transfer in education. The mentoring system is one element, which is supportive particularly for young people (graduates, talents, special career paths). The study explores how knowledge transfer and mentor activities is connected. The primary research of the study is to raise attention towards the mentoring role in knowledge transfer and their impact on education. To test our assumptions, quantitative research was carried out among university students using a structured questionnaire. For additional information we took interviews with stakeholders who have experiences in mentoring. As result we got that we must use mentoring system as the basic instrument of tacit knowledge transfer. It is apparent that the demand for it is present in each area.

**Keywords:** *knowledge management system, knowledge transfer, mentoring, mentoring system, education*

# Teaching International Business in Brazil: Challenges and Perspectives

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The objective of this paper is to present the difficulties, opportunities and challenges related to teaching International Business in Brazil over the past decades. It is attempted to relate these issues to the teaching of management over the past few years, as it varied the economic scenario of the country. The study was extended to the current scenario, where economic opportunities are revealed through the dissemination of knowledge in International Business. Thus, one expects to find some similarity to the current difficulties and problems in teaching IB in the CEE.

**Keywords:** *administration, international business, education, higher education*



# Track 7

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## **Born Global Firms in CEE Countries: A Comparative Study**

**Calin Gurau**

*Group Sup de Co Montpellier Business School, Montpellier, France*

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The phenomenon of Born Globals – enterprises that achieve internationalization quickly after their creation, represents one of the most dynamic trends in international business. Existing research on Born Globals focus on the strategies used for quick internationalization and on the factor facilitating it, ranging from areas as diverse as networking, the encountered challenges or the profile of the founder/manager. Despite their importance in international business, there are very few comparative studies regarding Born Globals profile and activity in the CEE countries. Taking into account the importance of this category of firms for job creation and the economic development of CEE economies we suggest the creation of a multi-national team of researchers to investigate Born Globals in the context of CEE countries. Possible methodologies range from quantitative studies to qualitative research using a case study approach. A combination of different methodologies is desirable to capture the full complexity of the Born Global phenomenon and its consequences for the present and future of the CEE countries. The research should be closely connected to the economic, social and political situation and the evolution of the CEE countries; and result not only in scholarly publications, but also in concrete propositions for policy measures destined to facilitate the emergence and the further development of Born Globals in CEE countries.

**Keywords:** *born globals, CEE countries, comparative studies, proposition, networking*

# Chinese Trade and Investment in CEE: The Role of Investment Promotion Agencies and Business Associations

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Today, China is seen not only as a location for cheap production, but also as a potential foreign investor and promising market for exporters. While much of its imports and outward FDI are focused on Asia and Africa, China's interest in investing in the EU, and its demand for quality EU products, are growing. As 'gateways to Europe' with highly skilled workforces, relatively low wages and historical links with China, CEE countries are potentially in a strong position to benefit from Chinese-EU trade and investment. However, to date, there has been very little research on how these benefits may be maximised while also minimising any negative impacts. The objective of this planned research project is to bring together colleagues who have an interest in analysing the current state of Chinese investment and trade links in various CEE countries and understanding the role of investment promotion agencies, business associations and networks in promoting more successful links with China. A long-term aim is to enable the sharing of best practices across CEE countries. A number of pilot interviews have already been conducted with experts from various relevant organisations in Hungary. Preliminary findings suggest a level of fragmentation and various political, cultural and economic barriers to implementing country- and firm level strategies for strengthening links with China. It is envisaged that a comparative project across CEE countries will be able to build on this work fruitfully.

**Keywords:** *Chinese trade and investment, Central and Eastern Europe, investment promotion agencies, business associations, barriers to trade and investment*

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## Final Program

October 09, Thursday		
13:00 - 18:00	<b>Registration</b>	
14:30 - 17:35	<b>Plenary Session - Room Mátyás I.</b> <b>Chair: Erzsebet Czako</b>	
14:45	<b>Opening speeches</b> <b>Zoltay Paprika Zita</b> - Dean, Faculty of Business Administration, Corvinus University of Budapest <b>Lukasz Puslecki</b> - AIB-CEE Chapter Chair <b>Robert Grosse</b> - Immediate Past President & Fellow of AIB	
15:00	<b>Marjan Svetlicic</b>	<i>Crises, Globalization and Academics</i>
15:40	<b>Adam Torok - Gyongyi Csuka</b>	<i>Stages of Microintegration – The Case of Hungarian Manufacturing Exports</i>
16:20 - 16:30	<b>Networking break</b>	
16:30	<b>Krzysztof Obloj</b>	<i>IB and Polish Economy: Something Old, Something New</i>
17:10	<b>Louis Brennan</b>	<i>The Implications for Europe of the Emergence of Southern Multinationals</i>
18:00 - 20:00	<b>Welcome reception</b>	

October 10, Friday			
9:00 - 10:40	Parallel Sessions		
	Track 2/1 Room Szent István Chair: Zoltan Bakonyi	Track 4/1 Room Krisztina Chair: Jozsef Poor	Track 5/1 Room Szent László Chair: Aron Perenyi
	<b>Modestas Gelbuda</b> , Ruta Kazlauskaitė, Tadas Sarapovas, Sarunas Abramavicius, Lithuania <i>Bounded Sociality View of Internationalization of Firms and its Key Concepts</i>	<b>Tobias Dauth</b> , Agata Tomczak, Germany <i>Internationalization of Top Management Teams: A Comprehensive Analysis of Polish Stock-Listed Firms</i>	<b>Annamaria Kazai Onodi, Krisztina Pecze</b> , Hungary <i>Export Performance Clusters of the Hungarian Enterprises (Longitudinal Analysis between 1999 and 2013) What Factors are behind the Successful Export Activities?</i>
	<b>Mirosław Jarosinski, Wioletta Mierzejewska</b> , Poland <i>Success Factors of Born Globals from an Economy in Transition</i>	<b>Anna Krejner-Nowecka</b> , Maria Aluchna Poland <i>Women Presence on Polish Listed Companies Corporate Boards</i>	<b>Paweł Capik</b> , United Kingdom <i>Investment Promotion Intensity and Regional Development in new Member States</i>
	<b>Zoltan Bakonyi</b> , Hungary <i>The Effect of Economic Crisis on Centralization of Strategic Decisions - An International Perspective</i>	<b>Zsolt Havran, Andras Krisztina</b> , Hungary <i>Regional Export-Efficiency on the Market of Football Players</i>	<b>Maja Szymura-Tyc</b> , Poland <i>Innovativeness and Internationalisation of the Polish Economy - The CEE Transition Economies Perspective</i>
	<b>Malgorzata Szalucka</b> , Poland <i>Does Location Really Matter? The Influence of the FDI Location on Competitiveness of the Enterprise - The Evidence from Polish Enterprises</i>	<b>Jozsef Poor</b> , Allen Engle, Ildiko Eva Kovacs, Katalin Szabo, Agnes Slavic, Marzena Stor, Kinga Kerekes, Geoffrey Wood, Zsuzsa Karoliny, Ruth Alas, Hungary <i>HR Management at Subsidiaries of Multinational Companies in Central-Eastern Europe in Light of Empirical Researches between 2008-2013</i>	<b>Andrei Kuznetsov</b> , Olga Kuznetsova, United Kingdom <i>Financial Depth of Russia in Comparison to Other BRIC Countries</i>
		<b>Thomas Straub</b> , Daniel Schwenger, Switzerland, Stefano Borzillo, France <i>Entrepreneurial Challenges related to Competition among Non-Governmental Organizations</i>	<b>Piotr Trapczynski</b> , Marlena Dzikowska, Marian Gorynia, Poland <i>Towards a Strategic Shift? On the Evolution of Poland's Position in the World Economy in 2003-2012</i>
10:40 - 11:00	Coffee break		

October 10, Friday			
11:00 - 12:40	Parallel Sessions		
	<b>Track 1/1</b> <b>Room Szent István</b> <b>Chair: Matevz Raskovic</b>	<b>Track 4/2</b> <b>Room Krisztina</b> <b>Chair: Jozsef Poor</b>	<b>Track 5/2</b> <b>Room Szent László</b> <b>Chair: Piotr Trapczynski</b>
	<b>Mario Glowik</b> , Germany <i>Market Entry Strategies of Asian High-Tech Firms in Central and Eastern Europe</i>	<b>Marina Latukha</b> , Russia <i>The Role of Corporate Language in Career Mobility: Evidence from MNCs in Russia</i>	<b>Andreja Jaklic, Anze Burger</b> , Matija Rojec, Slovenia <i>Tackling the Recession with Anti-Recession Measures: How Does Internationalization Matter?</i>
	<b>Tiia Vissak</b> , Xiaotian Zhang, Estonia <i>Radical and Gradual Internationalization of a Born Global: A Case of a Belarusian Multinational</i>	<b>Iris Kassim</b> , Hungary <i>Employee Engagement and Human Resource Practices in the CEE Region and Europe</i>	<b>Anita Pelle, Marcell Zoltan Vegh</b> , Hungary <i>Attracting Intellectual Capital: How Has the Crisis Changed the Positions of EU Member States?</i>
	<b>Aleksandra Nizielska, Jorma Larimo</b> , Poland <i>Managers' Perceptions of the Impact of Cultural Differences on the Process of Internationalization of Companies</i>	<b>Gyorgyi Lakatosne Szuhai</b> , Poor Jozsef, Tobias Kosar Szilvia, Renata Machova, Hungary <i>Comparative Analysis of Workforce Fluctuation in the Hungarian and Slovak Labor Market</i>	<b>Aron Perenyi</b> , Australia <i>Growth Potential in the Context of the Profit-Growth Nexus? A Proxy of Industrial Cluster Competitiveness</i>
	<b>Laura Haar</b> , Nicolae Marinescu, Romania <i>An Analysis of Acquisitions versus Greenfield FDI in Romania</i>	<b>Viktor Nagy, Anita Derecskei</b> , Zoltay Paprika Zita, Hungary <i>How Creativity is Assessed by the Hungarian HR Managers</i>	<b>Michael Troilo, J. Markham Collins</b> , United States <i>Effects of National Factors on Firm Competition and Innovation: Evidence from CEE and Central Asia</i>
	<b>Balazs Felsmann</b> , Hungary <i>Winners and Losers on the Liberalized Energy Retail Sector in Hungary: A Co-evolutionary Approach</i>		<b>Monika Alt, Jozsef Beracs</b> , Zsuzsa Saplacan, Romania <i>Exotic Bank Products in Emerging Economies during Crisis</i>
12:40 - 13:30	Lunch		

October 10, Friday		
13:30 - 17:00	Plenary Session - Room Mátyás I. Chair: Attila Chikan	
13:30	Svetla Trifonova Marinova	<i>Knowledge-Based Network Ties in SME Internationalisation: An Institutional Void and Cultural Perspective</i>
14:05	Arnold Schuh	<i>Current Roles and Future Perspectives for CEE-Headquarters</i>
14:40	Eszter Szabo	<i>"Vaci Street answer to it" - Prosper Locally, Compete Globally</i>
15:15 - 15:40	Coffee break	
15:40	Andrei Yu Panibratov	<i>Competitive Advantages of Russian Multinationals and the Role of Government</i>
16:15	Marin Marinov	<i>Conditions and Run through the Internationalization of Central and Eastern European Firms</i>
18:00 - 22:00	Conference dinner	

October 11, Saturday			
9:00 - 10:40	Parallel Sessions		
	<b>Track 1/2</b> <b>Room Szent István</b> <b>Chair: Andreja Jaklic</b>	<b>Track 2/2</b> <b>Room Krisztina</b> <b>Chair: Krzysztof Wach</b>	<b>Track 5/3</b> <b>Room Szent László</b> <b>Chair: Paul Marer</b>
	<b>Jorma Larimo</b> , Nguyen Huu Le, Finland <i>International Joint Venture Strategies and Performance in the Baltic States</i>	<b>Miklos Stocker</b> , Hungary <i>Business Performance and Export Intensity of Hungarian Firms</i>	<b>Karel Havlicek</b> , Gabriela Dlaskova, Ivana Turkova, Czech Republic <i>Analysis of Large-Scale Privatisation and Assessment of the Impacts of Various Transformation Methods on the Czech Economy</i>
	<b>Magdolna Sass</b> , Hungary, Eric Rugraff, France <i>Voting for Staying. Why didn't the Foreign-Owned Automotive Component Suppliers Relocate their Activity from Hungary to Lower-Wage Countries as a Response to the Economic Crisis?</i>	<b>Matevz Raskovic</b> , Matej Cerne, Ales Pustovrh, Desislava Dikova, Andreja Jaklic, Slovenia <i>The Role of Proactive Market Orientation in the Internationalization of High-Tech SMEs: The Case of Slovenia</i>	<b>Gyorgy Boda</b> , Hungary <i>Slowing Growth - Decreasing Employability</i>
	<b>Andrei Panibratov</b> , <b>Marina Latukha</b> , Russia <i>Home Government Influence upon Emerging MNEs: How the Interest is Balanced Against the Control in Russia</i>	<b>Aleksandra Wasowska</b> , Obloj Krzysztof, Mariola Ciszewska-Mlinaric, Poland <i>Venturing Abroad from an Emerging Economy: A Study of Polish Firms</i>	<b>Tomasz Dorozynski</b> , Agnieszka Dorozynska, Poland <i>Human Capital and FDI in Central and Eastern Europe</i>
			<b>Paul Marer</b> , Hungary <i>The Euro and East Europe: Six Insiders, Six Outsiders; Why So?</i>
10:40 - 11:00	Coffee break		



October 11, Saturday				
11:00 - 12:45	Meet-the-Editors - Plenary Session - Room Szent István			
12:45 - 13:30	Lunch			
13:30 - 15:15	Parallel Sessions			
	<b>Track 6</b> <b>Room Szent István</b> <b>Chair: Mirosław Jarosinski</b>	<b>Track 2/3</b> <b>Room Krisztina</b> <b>Chair: Tiia Vissak</b>	<b>Track 5/4</b> <b>Room Szent László</b> <b>Chair: Witold Nowinski</b>	<b>Track 3/1</b> <b>Room Akadémia</b> <b>Chair: Andrea Gelei</b>
	<b>Joao Alfredo Nyegray</b> , Brazil <i>Teaching International Business in Brazil: Challenges and Perspectives</i>	<b>Andreja Jaklic</b> , Desislava Dikova, Anze Burger, Aljaz Kuncic, Slovenia <i>First Time Internationalizing SMEs: The Advantages of Diversification</i>	<b>Inna Romanova</b> , Irina Solovjova, Latvia <i>Stability of the Banking Sector and Competitiveness: A Latvian Perspective</i>	<b>Zsuzsanna Szalay</b> , Hungary <i>Integrated Trade with Disintegrated Production? (Some Aspects of the Role of Global Value Chains)</i>
	<b>Renata Orlowska</b> , <b>Krystyna Zoladkiewicz</b> , Poland <i>Practical Approach to International Business Studies in English at Polish Universities</i>	<b>Rafal Sliwinski</b> , Magdalena Sliwinska, Poland <i>Growth and Internationalization of Fast Growing Firms</i>	<b>Dorisz Talas</b> , Andrea Rozsa, Hungary <i>Competitiveness Analysis from Financial Point of View in the Hungarian Dairy Industry (2008-2013)</i>	<b>Denisa Mamillo</b> , Albania <i>Supply Chain Management in the Albanian Beer Industry</i>
	<b>Irma Racz</b> , Andrea Bencsik, Viktoria Stifter, Hungary <i>Relationship between Knowledge Transfer and Mentoring System in Education</i>	<b>Annamaria Kazai Onodi</b> , Krisztina Pecze, Hungary <i>Behind the Exporters' Success - Analysis of Successful Hungarian Exporter Companies from a Strategic Perspective</i>	<b>Magdalena Sliwinska</b> , Poland <i>The Structural Power of Enterprises - Towards the Widening of the Notion of Market Power</i>	<b>Maeve O'Connell</b> , Mohamad Yamin, Eva Alfoldi, United Kingdom <i>Global Production Networks Influences in Supplier Development: A Case Study of the Serbian Agri-Food Processing Sector</i>
	<b>Piotr Trapczynski</b> , Lukasz Puslecki, Michal Staszko, Poland <i>Emerging Advanced Topics in an Advanced Emerging Market? International Business Research in Poland in the Period 1990-2014</i>	<b>Krzysztof Wach</b> , Poland <i>Exploring the Role of Ownership in International Entrepreneurship: How does Ownership Influence on Firm's Internationalisation?</i>	<b>Miklos Kozma</b> , Andras Krisztina, Hungary <i>Winning in Europe - International Strategies for Hungarian Professional Sports Clubs</i>	<b>Krisztina Demeter</b> , Hungary <b>Levente Szasz</b> , Romania <i>The diversity of Eastern and Western European Manufacturing Plant Roles in International Manufacturing Networks</i>
			<b>Witold Nowinski</b> , Poland <i>Internationalization Patterns among Polish Public IT Companies</i>	
15:30 - 16:15	Plenary Session			

October 11, Saturday			
	<b>Research Cooperation Activities</b> <b>Room Szent István</b> <b>Chair: Michal Zdziarski</b>		
	<b>Calin Gurau</b> , France <i>Born Global firms in CEE Countries: A Comparative Study</i>		
	<b>Eva Alfoldi</b> , Laura Haar, United Kingdom <i>Chinese Trade and Investment in CEE: The Role of Investment Promotion Agencies and Business Associations</i>		
	<b>Malgorzata Makuch, Anna Koronowska, Marta Daniella Wilczynska</b> , Poland <i>The Young AIB Initiative</i>		
<b>16:20 - 17:00</b>	<b>Networking, Closing and Farewell Reception</b>		