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9-10 June 2022

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NEW TRENDS IN MANAGEMENT AND PRODUCTION ENGINEERING  
– REGIONAL, CROSS-BORDER AND GLOBAL PERSPECTIVES

# BOOK OF ABSTRACTS

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41-300 Dąbrowa Górnicza

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Tel./fax: +48 32 295 93 59

e-mail: [wydawnictwo@wsb.edu.pl](mailto:wydawnictwo@wsb.edu.pl)

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PETER AKPAMAH  
e-mail: akpamah.peter@eng.unideb.hu

ANDREA MATKÓ  
e-mail: andim@eng.unideb.hu

University of Debrecen, Hungary

## Trial of distributed leadership in institutional management

### Abstract

The paper investigates challenges associated with institutional leadership engagement of main staff to fill inner vacancies. Distributed leadership describes a situation where leaders in organizations assign core staff with a certain degree of expertise to leadership positions as and when they exist in the organizations. The study rates merit, experience, rank competencies, long-service, in-depth knowledge, and deeper consultation as key requirements for selection in relation to distributed leadership in some selected academic institutions. Data were collected through questionnaires and semi-structured interviews. The study uses SPSS and descriptive statistics for the analysis of data presents in percentages, tables, and graphs. The results show that over 80% of respondents said that the prerogative of leaders in second-cycle institutions to share leadership needs to be evaluated as it overlooks certain parameters and subsequently creates emotions among staff and is unsatisfactory to student's behaviors at school.

### Key words

education, leadership, second-cycle institution, management

MUDASSIR ARAFAT

e-mail: mudassir.arafat@gmail.com

Turiba University, Riga, Latvia

## Circumscription of computerized dominated learning

### Abstract

The mixture and progressive utilization of computerized advancements, in informative educational practices have now evolved in to a priority inclusion all through Europe. Digitalization of educational medium for teaching as well as learning has been extensively promoted and is now common practice in most of the European Union states. The digitalization of learning practice is a key component for Europe's inventive and farsighted vision of 2024, which specifically centers around projects such as use of electronic medium for education a way to go paperless, development of new digital skills amongst the European generations and generating new technical advancement and learned workforce of the EU. The Advisory Group on Learning and Teaching of European Union emphasizes that appropriate technologies & innovative methods of learning & training complement each other well and are therefore able to build creative & digital skills of a learner and trainer and constructs a greater pathway towards digital skills in education (EHEA, 2021). The old contemporary approach to learning on traditional platforms is presently clearing path to the new computerized educational practices, all through the globe. Also, the learners of 21st century have grown up with technology and demand additional technically advance innovative, creative & knowledgeable ways for learning. Therefore, it is essential for the HEI's in Europe and specifically in Latvia to formulate strategies to implement appropriate digital learning practices for the learners in their institutions and take models from various countries disappointments and progress in an expectation to authorize computerized dominating applied sciences in more noteworthy way of training.

### Key words

LMS, digital learning, education, limitations, teachers, students

# The Contribution of Intrapreneurship to the Internationalization of Corporate R&D and Innovation

## Abstract

Following the internationalisation of manufacturing and sales, companies are increasingly internationalizing knowledge intensive activities such as R&D and innovation. They develop strategies to foster innovation activities across borders in order to stay competitive and to maintain or improve their market position. Besides the establishment of distinct and globally integrated R&D networks, we can observe manifold measures that aim at the promotion of corporate innovation on a global scale. Among them are measures that explicitly support entrepreneurial activities in multinational companies. Thus, this contribution investigates the impacts of corporate entrepreneurship measures on the internationalization of corporate R&D and innovation. Firstly, it shows how organizations can develop an internal culture that allows employees to unfold individual initiative, and by this to identify, evaluate and exploit new and international relevant business opportunities under conditions of uncertainty. Secondly, it demonstrates how intrapreneurship strategies unfold within MNCs' organizational R&D networks and contribute to further internationalization of corporate R&D and innovation.

## Key words

intrapreneurship, international innovation management, corporate R&D networks

SUDIN BAG

e-mail: sudinbag1@gmail.com

DEBOSHREE BARMAN SEAL

e-mail: deboshreebarman1@gmail.com

Vidyasagar University, India

# Antecedents Affecting the Green Brand Loyalty of Gen Y and Gen Z population of India: A study on green beauty and personal (BPC) industry

## Abstract

**Purpose of the Study.** The increasing air, water and plastic pollution, wastage of food, deforestation and chemical manufactured products has given rise to the concept of 'Green Marketing'. Now days consumers are more aware about their environment and health and they look for products that are Eco-friendly and are free of toxic material. Many brands have looked into these issues and keeping in mind the consumer's desire, they have started manufacturing green products that are Eco-friendly, free of toxic and recycled products.

The purpose of our study is to find out the antecedents that will affect the purchase decisions of the Generation Y and Generation Z consumer's purchasing Green Products from Beauty and Personal Care (BPC) industry, which can finally lead them to become brand loyal.

**Research Methodology.** An explanatory research design has been carried out to develop an empirical result for the study. A self-administered questionnaire was developed and the responses were measured through a 5-point Likert scale. The questionnaires were distributed through online mode to the respondents. The sample for the study was selected through self-selection sampling. A total of 250 responses were analyzed. The data was analyzed through Structural Equation Modeling with the help of statistical tool SMART PLS version 3.3.0.

**Findings.** The finding of the study shows that Green Marketing Mix, Green Brand Knowledge and Culture positively affect Green Purchase Intention and it finally leads to Brand Loyalty. The results also depicts that Reference Group plays a moderating role between Green Purchase Intention and Brand Loyalty.



**Research Implication.** The overall understanding of the Green Marketing and how it impacts the purchase decisions of the consumer which leads to brand loyalty, will help the brands to establish different marketing strategies for attracting and engaging the consumer with higher consumer retention. This will also help the brands to create brand image, consumer satisfaction, trust among the consumer towards the brand.

**Originality/ Value.** The findings of this empirical research will help in understanding how the concept of Green Marketing Mix, Green Brand Knowledge and Culture plays a significant role in shaping the consumer psychology; regarding purchase intention of Gen Y and Gen Z consumers, while choosing Green BPC products over conventional BPC products in the context of Indian Market. Also, this research paper will help to comprehend how reference group affects the relationship between final purchase decision and consumer brand loyalty towards Green BPC products.

### Key words

Green marketing, Generation Y and Z, Green brand knowledge, purchase intention, Beauty and personal care, Reference Group, Culture, Green Marketing Mix

SUDIN BAG

e-mail: sudinbag1@gmail.com

KOUSIK MANDAL

e-mail: kousik.mandal2018@bibs.co.in

Vidyasagar University, India

# Do Virtual Reality Experiences Sway Tourists' Behavior to Select Holiday Destination? Application of Input-Competitive Action-Output Model

## Abstract

Leisure is among the sectors that can see a number of advances in promoting its product or services in Virtual Reality. The spread of the internet and other technical revolutions has renovated the structure of the tourism industry as well as influenced how tourism destinations are perceived and consumed by tourists. Virtual Reality provides opportunities for tourist marketers to make effective communication with the targeted markets by contributing a rich environment for potential tourists to discover the tourism destination. However, so far, there is little bit idea about how to effectively market the tourist destinations to virtual reality. The purpose of the research is to develop a research framework that consolidates the Input-Competitive-Action model and self-controlled theory to understand that how VR experiences impact tourist to visit the destination. For this present study the primary data were collected through self-administered questionnaire. The study was conducted using 265 sample and analyzed by Smart PLS. The present study finds that VR experience of tourists positively influence tourist to visit the destination. Visual content found to be that positively influence tourists' intention to visit. These results may enable a better understanding of the impacts of VR on consumer marketing and tourists' behavior, also, eventually lead to design of more tourists engaging VR content. From the tourism marketer's perspective, this study helps them to understanding best way to create informative and attractive content for the tourist destinations in VR to attract the potential consumers.

## Key words

Virtual Reality, Visual Content, Consumer Marketing, VR experience, VR content

GERDA BAK

e-mail: bak.gerda@uni-obuda.hu

REGINA REICHER

e-mail: reicher.regina@uni-bge.hu

Obuda University, Budapest, Hungary

## Challenges of the SMEs in the 21<sup>st</sup> century

### Abstract

Small- and medium-sized enterprises (SMEs) are the engine of the European Union (EU), with more than 20 million SMEs operating in the EU (Clark, 2021b), providing jobs for nearly 84 million people (Clark, 2021a). Their contribution to GDP averages around 50% (Clark, 2021b). Recognizing the importance of these enterprises, the EU launches from time to time a number of initiatives and programs to help SMEs compete (European Commission, 2022). The SME sector is facing a number of challenges (e.g. generational change, inflexible corporate governance, digitalization) which are often not addressed by the programs designed to support them. The aim of this study is to identify the challenges, difficulties, and opportunities for the SME sector in the Visegrad Group (V4) countries in the 21st century in the area of innovation and development, in particular digitalization, through a systematic literature review. This research is justified by the prominent economic role of the SME sector and the key importance of adapting to the rapid pace of digitalization.

### Key words

SMEs, digitalization, literature review, challenges

RAQUEL VICTORIA BENITEZ ROJAS

e-mail: raquelbenitezrojas@gmail.com

Complutense University of Madrid, Spain

# Evolution of Business Models in the Media Production: Co-Productions and Joint Ventures

## Abstract

This qualitative analysis dives into the world of the audiovisual international co-productions and joint ventures. In a world full of production companies trying to access subsidies, funding, and investors, media producers face the uncertainty of financing their shows. After the Second World War, a new production model emerged with the possibility of international co-financing, through co-productions and international joint ventures. In this study proposal the origins, evolution, context, organization, structure, benefits, and challenges of these two developments for independent producers will be analysed. In conclusion, how thanks to this business models the film and broadcast industry can survive and strive.

## Key words

Broadcasting production, Cinematography, Coproduction, Cultural Industries, Joint Venture

KESTUTIS BIEKSA  
e-mail: kestutsb@gmail.com

VIOLETA VALIULE  
e-mail: violeta.valiule@gmail.com

HALYNA MISHENINA  
e-mail: misheninag@gmail.com

Klaipeda University, Lithuania

## Formation of sustainable skills for SME activities using the environmental footprint method

### Abstract

Nowadays business companies use the sustainable development paradigm to prove their green and sustainable economic activity using circular and LCA (Life cycle analysis) approach. However sustainability and ESG (environment, social, governance) reports are mostly available for large companies and international corporations and rarely for small-medium enterprises (SME) which usually fight for survival after COVID-19 and only invest the necessary minimum for solving environmental problems. The environmental problems in the global economic environment do not have borders since embodied emissions in the products can easily travel through countries and continents. Pollutants emitted during unsustainable production processes somewhere in another part of the World Travel for example to the Europe continent transferring the negative environmental impacts. The reduction of pollutants, especially CO<sub>2</sub>, is one of the most actual environmental problems today. However different environmental damages, such as degradation of land, contamination of soil, and pollution of water have negative impacts as well. These impacts are hidden as embedded emissions in the production cycles. One of the LCA tools is the environmental footprint (EF) method help to evaluate the production process using input-output inventory databases and provide sustainable development measures to achieve economic sustainability for SME. EF method can provide sustainable development scenarios for SME to attempt to reach 100 percent utilization of all types of waste and reduce the emissions to nearly zero amounts. EF is a good educational and social awareness tool as well because it can be used for the formation of sustainable development skills.

The article investigates the problems of sustainable development skills for SME activities. The research object is the formation of sustainable development skills for SMEs. The research methodology includes the application of the Sustainable process index (SPI) method as one of the EF family's methods to analyze sustainable development skills. The research results will reveal the attributes for the formation of sustainable development skills for SME operation, analyzing development pros and cons, providing knowledge and recommendations for the creation of sustainable economic activities and managing and using properly the resources, combining environmental, social, and economic aspects.

### Key words

Sustainable development, environmental footprint, sustainable skills, SME

JUDIT BILINOVICS-SIPOS

e-mail: bilinovics-sipos.judit@uni-bge.hu

REGINA ZSUZSÁNNA REICHER

e-mail: reicher.regina@uni-bge.hu

Budapest Business School, Hungary

## Overview of the concepts of bottleneck in the operation process

### Abstract

This paper aims to provide a comprehensive overview of the currently available approaches to corporate operations and control management, focusing on the concept of bottlenecks and closely related theories. Among these theories, i.e., the Theory of Constraints, the concept of bottlenecks and related methods, is essential to understand the changes that have taken place in the last decades. The experiences to make a standard universal bottleneck definition and its effects allow companies to achieve their management objectives by improving their manufacturing and service processes. The impact of digitalization and the changes in demand are indisputable. Therefore it is also accelerating and changing how consumer needs are met. In the case of services and products, the primary goal of manufacturers and service providers is to generate revenue and profit by meeting consumer needs. This goal can be reached by creating an efficient operating system that does not include constraints elements. The approach of the unified concept of bottleneck is an effective tool for the companies.

### Key words

operation management, operation control, bottleneck, Theory of Constraints

OLIVER BUBELÍNÝ

e-mail: oliver.bubeliny@fri.uniza.sk

GABRIEL KOMAN

e-mail: gabriel.koman@fri.uniza.sk

University of Zilina, Slovakia

## Synergic public-private partnerships as support the development of Smart City in Slovakia

### Abstract

Cities are currently facing major challenges. The degree of urbanization is constantly increasing and residents prefer to live in cities and their areas. Cities must provide their citizens with sufficient civic services. The Smart City concept creates an opportunity to transform cities through the use of information and communication technologies. Their implementation in cities can be challenging for all stakeholders. For this reason, public-private partnerships are needed to ensure proper implementation. The aim of the article is to point out the emergence of public-private partnerships in Slovak cities, as an important prerequisite for the correct implementation of the entire Smart City concept.

### Key words

Smart city, public-private partnerships, city management



ANDREW CHIMENYA

e-mail: a.chimenya2@bolton.ac.uk

DENIS HYAMS-SSEKASI

e-mail: dh4@bolton.ac.uk

University of Bolton, United Kingdom

# The Challenges and flexibility of Human Resource Management in the era of COVID-19: The Case of Higher Education Institutions in UK

## Abstract

Higher Education Institutions are nowadays adapting to unforeseen circumstances that pose immediate threats to the performance of their organisations. However, with COVID-19 pandemic, institutions suddenly have to navigate the unprecedented and are discovering new ways to meet the challenges in all the departments. This paper, discusses some of the challenges, mostly on the implications the COVID-19 has for human resource management in terms of how higher education institutions help their workforce cope with and adjust to their newly altered work environment. In addition, the paper will also suggest various ways for future research and advocate for an integrated research agenda for tackling the challenges.

## Key words

Higher Education, COVID-19, Challenges, implications, UK

OLIVERA CIKOTA

e-mail: cikotaolja@gmail.com

JELENA BOROCCI

e-mail: jelena.borocki@gmail.com

ALEKSANDAR VEKIC

e-mail: vekic@uns.ac.rs

University of Novi Sad, Serbia

## Comparison of start-up ecosystems in selected Central and Eastern European countries as new development perspectives

### Abstract

The importance of start-up companies, innovation, and entrepreneurship has been increasing over the last three decades. While early investigations of this management area focused on the personal characteristics of the entrepreneur or the start-up founder, later, more attention has been paid to the socio-economic environment within which entrepreneurs exist and operate. Most recent research in this field, highlight that co-existence of the institutional and individual factors have a crucial role in the development of new, innovative, productive high-growth ventures. At the same time, Central and Eastern Europe are becoming the hubs for entrepreneurship and innovation. That is a fact already acknowledged by many scholars, researchers, and experts interested in these specific research areas. Also, there are quite a few universities, business schools, non-profit organizations, and venture capitalists over there that work together to promote entrepreneurship on many different levels. This paper aims to explore five Central and Eastern European countries' start-up ecosystems (Serbia, Hungary, Czech Republic, Poland, and Lithuania) and present their comparative analysis. This research includes a comparison of important start-up ecosystem indicators for each country, which also indicate the current development level of these countries. Since these indicators are shown for a period of 2019-2021, this paper is also a review of its kind that shows how each of these countries lived through the Covid 19 pandemics.

### Key words

Development, Entrepreneurship, Europe, Innovation, Startup Ecosystem

ŠÁRKA ČEMERKOVÁ  
e-mail: cemerкова@opf.slu.cz

VOJTĚCH MALÁTEK  
e-mail: malatek@opf.slu.cz

JIŘÍ CIELUCH  
e-mail: cieluch@opf.slu.cz

Silesian University in Opava, Czech Republic

## Recruitment in organizations during the pandemic COVID-19

### Abstract

The need to recruit new staff arises from the organization's planning process. Organizations can use a variety of techniques to recruit, the use of which is subject to change over time. Every crisis, including COVID-19, will affect the planning activities of each organization and will subsequently affect virtually every of its activity. The aim of the article is therefore to assess the current state of planning activities in the context of recruiting. The current need of organizations to plan the workforce, the frequency of planning, and the recruitment techniques used are presented here.

### Key words

organization, planning, recruitment, recruitment techniques, staff

KATARZYNA CZERNÁ

e-mail: katarzyna.czerna@vsb.cz

HANA ŠTVERKOVÁ

e-mail: hana.stverkova@vsb.cz

VSB – Technical University of Ostrava, Czech Republic

## Multiregional open innovation in the context of Industry 4.0 as a response of innovative SMEs to the crisis

### Abstract

Within a dynamic business ecosystem, innovations are continuously metamorphosing into a key factor not only for survival but also for developing a competitive advantage in the market. This development direction seems apparent in the recent times of crisis as SMEs have been forced to change their business model to survive and often focus on crossing borders in the sense of cooperation, primarily on regional borders. Innovative SMEs have therefore moved towards the starting point of open innovation, but within the concept of Industry 4.0, which offers firms a specific clue not only to direct innovation but also to assume the sustainability of innovation in the future. The aim of the paper is to evaluate the current attitude of innovative SMEs towards multiregional open innovation, both in Poland and the Czech Republic in border areas. In addition, it proposes a model suitable for innovative SMEs in the context of linking open innovation and Industry 4.0, using the AHP methodology, which allows decomposing the complicated problem of multicriteria decision making into individual criteria and subcriteria, thus defining the most critical points of the model.

### Key words

open innovations, AHP, multiregional innovation, Industry 4.0

JAROSLAV DVORAK

e-mail: jaroslav.dvorak@ku.lt

Klaipeda University, Lithuania

MARIA KOTSEVA-TIKOVA

e-mail: maria\_kotseva@yahoo.com

Bulgarian Academy of Sciences, Sofia,  
Bulgaria & Sofia University St. Kliment Ohridski, Bulgaria

## Climate policy and plans for recovery in Bulgaria and Lithuania

### Abstract

It is widely understood that climate changes are real and are a result of anthropogenic activities. Scientists prove that the climate conditions are changing and causing threats upon different elements of the environment. In 1896 Svante August Arrhenius evaluated the effects and described them as a greenhouse effect. Since then the studies have proved the availability of correlation between the human activities and the greenhouse emissions increase. The 2021 assessment report of the Intergovernmental Panel on Climate Change (IPCC) strongly emphasizes that the increases in greenhouse gas emissions from 1850 to the present are unequivocally caused by human activity.

The efforts of the governments and international organizations are to find suitable solutions to that problem in order to decrease the anthropogenic influence and to keep the average temperature rise up to 2°C as the desire is to have them not higher than 1,5°C. It is appraised that the realization of such a global task requires global efforts. In this regard, it is required to update the national targets as well as to increase the aid to the poorest and most vulnerable countries to tackle the damages caused by climate change. Societies are in a period when they need to change the way they are used to doing business and consuming goods. Global responses are needed but at the same time, it is admitted that they will not be sufficient. The Climate Governance Commission (2021) considers that the doubt comes from the velocity and competence which are necessary to equal the intensifying climate calamity. A fundamental transformation of technologies, industrial processes, and production models, as well as modes of transportation and patterns of consumption, is urgently required.

The key measure to prevent global warming and its negative impacts is the reduction of greenhouse gas emissions. For that reason, the annual meetings of COP are expected

to contribute to global greenhouse gas emissions decrease and even to carbon neutrality by 2050. During the COP26 in 2021, the international community discussed the aim of reducing global CO<sub>2</sub> emissions by 45% by 2030 and to zero by the middle of the century. A growing number of nations, regions, cities, and businesses have recently pledged to achieve net-zero carbon emissions by 2050 or earlier. This can be considered an important step forward, even though most of these commitments are not sufficiently robust according to some analyzers (The Climate Governance Commission, 2021).

### Key words

climate policy, climate change, EU recovery plans, Bulgaria, Lithuania

JARMILA DUHÁČEK ŠEBESTOVÁ

e-mail: sebestova@opf.slu.cz

ŠÁRKA ČEMERKOVÁ

e-mail: cemerкова@opf.slu.cz

ŽANETA RYLKOVÁ

e-mail: rylkova@opf.slu.cz

RADEK KOWALA

e-mail: kowala@opf.slu.cz

Silesian University in Opava, Czech Republic

## The response of entrepreneurs to the pandemic in COVID-19 in the Czech Republic: A retrospective study

### Abstract

The past two years have been full of changes for entrepreneurs, thanks to the COVID-19 pandemic. The aim of this article is to present the results of the response of entrepreneurs to the situation in COVID-19 based on primary research in more than 300 companies in the Czech Republic. Preliminary results have shown that those entrepreneurs want to change their main goal or close their business activity in the near future.

### Key words

COVID-19, business activity, strategy, business reaction

MAREK DURICA

e-mail: marek.durica@fpedas.uniza.sk

JAROSLAV MAZANEC

e-mail: Jaroslav.mazanec@fpedas.uniza.sk

University of Zilina, Slovakia

## Neural network modelling of prosperity of Slovak companies

### Abstract

Early identification of imminent financial problems is one of the key tasks of companies' risk management. It is also one of the most discussed topics in this field. This paper aims to create a model that predicts financial problems one year in advance. After precise preparation of a data sample containing real data from the financial statements of almost 19,000 Slovak companies, MLP and RBF neural networks, as well as Kohonen maps, are used for modeling. The models are optimized and compared with respect to overall accuracy, AUC, Mathews correlation coefficient, and others. There are created individual and combined models that achieve a pretty good prediction ability. The best model correctly classified almost 89% of companies in the test sample.

### Key words

Slovak companies, neural network, financial distress, financial ratios, prediction ability



NASANJARGAL ERDENEKHUU

e-mail: e.nasanjargal9@gmail.com

BALAZS KOCSI

e-mail: kocsi.balazs@inf.unideb.hu

DOMICIAN MATE

e-mail: mate.domician@eng.unideb.hu

University of Debrecen, Hungary

## A risk-based analysis of sustainable construction

### Abstract

Sustainable construction is a comprehensive process for maintaining a balance between the natural and built environment by applying sustainable development concepts. In order to achieve this balance, analyzing risks that have an impact on a project's sustainable outcomes is one of the essential processes of sustainable construction management. On this basis, this paper proposes a simulation-based process to help project managers analyze risk factors associated with construction activities. The Analytic Hierarchy Process (AHP) method was used to rank the most important environmental indicators; the combination of Expected Monetary Value (EMV) and Monte Carlo simulation (MCS) methods was employed for risk factor analysis in terms of sustainability. The results show the mismanagement and inadequate control of sustainability-related risk factors might cause a low level of sustainability in the construction project.

### Key words

sustainable construction, environmental indicator, risk analysis

OLANIYI EVANS

e-mail: oevans@pau.edu.ng

Pan-Atlantic University, Lagos, Nigeria

# Can ICT-trade and fintech improve technological innovation and total factor productivity in Africa?

## Abstract

In the knowledge economy of contemporary Africa, information circulates through direct investment and technology flows, trade in goods and services (e.g., ICT-trade), and the movement of people. ICT is a platform technology that can leverage innovations (e.g., fintech) to enhance the technological level of production process (Chou et al., 2014). Productivity and technology experts require new tools to diagnose ICT effects on technological innovation and total factor productivity. New research is thus necessary to understand the implications of technology dynamics, including the impact of ICT-trade and fintech on technological innovation and total factor productivity. This study fills the gap using a panel data of more than 40 countries in the continent. The results will inform policymakers whether ICT-trade and fintech are important mechanisms through which technological innovation and total factor productivity can be fostered.

## Key words

ICT-trade, fintech, technological innovation, total factor productivity

## Strategies to counter the decline of pharmacies in Germany

### Abstract

Pharmacies in transition – digitization measures, connection to the telematics infrastructure

and the oligopoly position of leading mail-order pharmacies with an increasing trend to order medicines online are processes of change and new framework conditions for pharmacies in Germany. While public pharmacies are facing many of these challenges, a continuous pharmacy decline has been taking place in Germany since 2009 – the so-called “pharmacy death”. The future planned introduction of electronic prescriptions is expected to cause a market shift in prescription drug sales from public pharmacies to mail order giants. The research question is: What are the reasons for the pharmacy decline in Germany since 2009? It was answered by a qualitative content analysis of the relevant literature and a qualitative analysis of expert statements. By means of qualitative research, a complex of causes for the pharmacy decline in Germany was identified – for example, increased operating costs, rising online competition with accompanying market churn, and a failure to adjust prescription reimbursement. A possible model for ensuring nationwide drug supply in Germany consists of a combination of a national mail-order ban on prescription drugs and an adjustment of prescription remuneration.

### Key words

mail-order pharmacy, pharmaceuticals, mail-order pharmacy, mail-order ban, Rx mail-order ban, price-fixing, pharmacy death, pharmacy decline, e-prescription, electronic prescription

BOŻENA GAJDZIK

e-mail: bozena.gajdzik@polsl.pl

Silesian University of Technology, Poland

## About Smart Manufacturing projects and Kaizen in Industry 4.0

### Abstract

The fourth industrial revolution has a strong influence on changes in enterprises towards smart manufacturing. Technological progress and digital economies created new conditions for business and changes. Currently enterprises aiming at digitalization and implantation of the key technologies (pillars) of Industry 4.0. On the way of enterprises to Industry 4.0, the question arises, from what to start the changes and which path to choose to smart manufacturing. Apart from big projects, changes need the concept of Kaizen, small steps of changes on workstations. The purpose of the paper is the prostration of general knowledge about project Smart Manufacturing realized by Kaizen

### Key words

Smart Manufacturing, Kaizen, Industry 4.0

JOLITA GREBLIKAITĖ  
e-mail: jolita19@gmail.com

JUDITA ASTROVIENĖ  
e-mail: judita.astroviene@vdu.lt

NERINGA GERULAITIENE  
e-mail: neringa.gerulaitiene@ktu.lt

Vytautas Magnus University, Kaunas, Lithuania

## Sustainability of dairy farms: problems and assessment by Lithuanian example

### Abstract

The aim of this article is to define the concept of a sustainable dairy farm and to prepare recommendations and a system of indicators for assessing the sustainability of dairy farms following the example of Lithuania. A review of scientific sources revealed that there is no single assessment of a sustainability in agriculture. Based on the analysis of the scientific literature and the main EU documents regulating the sustainability of dairy farms, a system of integrated assessment indicators for the implementation of sustainable dairy farming has been developed and tested. The developed methodology for measuring and evaluating sustainability can be integrated into support schemes that will help to achieve the sustainable development of dairy farms. The methodology can also be used for sustainability monitoring.

### Key words

sustainability, sustainability of dairy farming, sustainable farming, measurement and evaluation of sustainability in agriculture

**IVAN GREGUŠKA**

ivan.greguska@gmail.com

**MARCEL BLAŽO**

mblazo@gmail.com

**MICHAL VARMUS**

e-mail: michal.varmus@fri.uniza.sk

**PAVOL BOŠKO**

pavol.bosko@fri.uniza.sk

University of Zilina, Slovakia

## Sport funding system through a formula – clear rules or room for creativity

### Abstract

The ambition of the authors of the article is to start a discussion on systemic unification and especially systemically uniform application of rules and views on the public interest of the sport and on the tool of the primary goal of state support (financing of youth sport through a contribution to recognized sport), which is based on the above examples and analysis from publicly available data, which aims for as many regular youth athletes as possible. At the same time, all this without the intention of pointing out only the national sports federations, whose data analysis appears in this article, and that what is pointed out in the article could not possibly be applied to other national sports federations.

### Key words

financing sport, The Ministry of Education, Science, Research and Sport, active athlete, national sports federation

## Women leaders on academia: gender, family, and individual issues

### Abstract

In this research, concepts such as leaders, academic leadership, women's place in these and the obstacles women encounter in higher educational institutes are emphasized; studies in which these issues were talked about and intersect were obtained through literature review, and the findings were interpreted by descriptive analysis method by subjecting them to content analysis. The history of the notion of leadership in different areas was mentioned superficially, the rate of women academicians in different positions in higher educational institutes, and the three main sources of obstacles women face when attaining higher ranks and positions in academia were discussed. As a result of the study, it is concluded that even though women are occupying higher positions more than before, there seems to be a long way to equality in both quality and quantity. The responsibility, however, is on everybody.

### Key words

leadership, women, gender bias, academia, women leaders

LILIANA HAWRYSZ

e-mail: liliana.hawrysz@pwr.edu.pl

Wrocław University of Science and Technology, Poland

MAGDALENA KLUDACZ-ALESSANDRI

e-mail: Magdalena.Kludacz@pw.edu.pl

RENATA WALCZAK

e-mail: Renata.Walczak@pw.edu.pl

Warsaw University of Technology, Poland

## Predictive factors of physicians' satisfaction with telemedicine services acceptance

### Abstract

Despite the significant increase in telemedicine services technology, its adoption and use have been relatively slow in some healthcare settings. It was only the COVID-19 pandemic that contributed to the increase in the use of telemedicine services. This study evaluates physicians' satisfaction with adopting and utilizing telemedicine services using the technology acceptance model. A structured questionnaire based on the construct of the technology acceptance model was used to solicit data from 371 physicians. Structural equation modelling and multivariate analysis were utilized in the data analysis. Perceived ease of use and perceived usefulness of telemedicine services influence physicians' behavioural intentions. This resulted in increased efficiency, quality of services, quality patient care delivery, and satisfaction among physicians in using telemedicine services. The study contributes to empirical knowledge by identifying the vital predictive factors affecting telemedicine services satisfaction among physicians.

### Key words

perceived ease of use, perceived usefulness, physician satisfaction, technology acceptance model, telemedicine



DENIS HYAMS-SSEKASI

e-mail: dh4@bolton.ac.uk

ANDREW CHIMENYA

e-mail: a.chimenya2@bolton.ac.uk

University of Bolton, United Kingdom

## Entrepreneurship intertwined with incremental innovation: A case of UK Small and Medium Enterprises

### Abstract

Small and Medium Enterprises (SMEs) are facing a turbulent and uncertain future as more businesses are failing and closing down. Amidst such unpredictable future there are more businesses ready to surpass the SMEs in their provisions both physically and virtually. SMEs in the UK make up 99.3% of the business population. This trend also applies across European Union countries. Businesses are set up by entrepreneurs with some degree of innovation. However, as time lapses, the 'innovative spirit' deteriorates often causing the SMEs to fail. Innovation should be at the core of the values and strategy, running through the business in their quest to achieve a competitive advantage. A model to support SMEs in embracing incremental innovation is considered as a fundamental aspect of entrepreneurship. In the EU, SMEs remain static for too long rather than being innovative and resourceful. This study has noted that a failure in continuous business growth and limited progress in productivity stems from the lack of incremental innovation. Unlike large organisations which may have built wealth reserves, SMEs find it difficult to release equity to plan or execute innovative ideas. Some of the factors that cause SMEs not to be innovative and fail include inadequate resources, type of people to support business initiatives and expansion, lack of infrastructure and bureaucracy. This paper argues that the opportunity cost for SMEs is much larger and often the focus on survival takes precedence over innovation. The current information, advice and guidance provide conflicting difficulties to digest for SMEs thus creating a sense of marginalisation from the need of innovation. It concludes that by understanding both the external and internal barriers SMEs face within the business environment, there is room for both entrepreneurship and innovation.

### Key words

entrepreneurship, innovation, small businesses, strategy, EU

ADAM JAROSZ

e-mail: adam.jarosz@sgh.waw.pl

Warsaw School of Economics, Poland

## Sustainable Mobility in Polish Cities: Strategies and Concepts

### Abstract

The paper contains the results of an analysis of sustainable mobility plans and strategies developed and implemented in 66 Polish county cities. It was investigated if the cities implement the strategies to develop their sustainable mobility systems and which of its elements were prioritised (e.g. electric buses, tram lines, regional and metropolitan railways, active mobility means: bicycle, walking, innovative forms like e-scooters and digitalization of urban mobility). It was also investigated how the individual transport (cars) is managed to promote using it in a more sustainable way.

### Key words

urban mobility, sustainable mobility, cycling policy, public transport

# Assessment of investment opportunities for the location of the distribution center for six selected regions of Poland, voivodships: Mazowieckie, Wielkopolskie, Śląskie, Dolnośląskie, Małopolskie, Łódzkie

## Abstract

Choosing the location of a distribution center is a problem that is often encountered at the level of strategic decisions made by manufacturing and trading companies. The aim of the article is to analyze and show the key indicators that can be adopted during the decision-making process at the level of the initial decision on the location of the distribution center in Poland. The market of available warehouse space in Poland is attractive in terms of investment, due to the central location of Poland in Europe and other macroeconomic indicators. Thus, it is important to analyze the market on an ongoing basis at the level of strategic indicators in order to be able to make the right decisions in the perspective of short, medium and long-term investments.

## Key words

distribution center, warehouse localization, brown field analysis, regional competitiveness, regional attractiveness

IVAN KATRENCIK

e-mail: ivan.katrencik@stuba.sk

MONIKA ZATROCHOVA

e-mail: monika.zatrochova@stuba.sk

Slovak University of Technology, Slovakia

## A Study of the Household Investment Behavior in Slovakia due to the COVID-19 Pandemic

### Abstract

Investing is important not only for businesses and investors, but also for households. Investing, and thus the appreciation of financial resources, helps people actively plan for the future and prepare for expected situations that could result in a loss of income or the need for immediate funds in larger amounts. Investment is evolving dynamically. In Slovakia, traditional investment instruments are currently preferred, and the Slovaks are conservative in investing. In our research, we analyze how household investments have developed in the recent period and how investment behavior has changed due to the COVID-19 pandemic in Slovakia.

### Key words

investment, household, COVID-19

## Challenges for Managing Smart City – decarbonisation

### Abstract

The objective of this paper is to identify the determinants of Managing for Smart Cities of decarbonisation processes in Poland. It also presents directions for knowledge diffusion on decarbonisation to develop a sustainable energy strategy for Poland, particularly for local governments and cities which want develop as Smart City. Despite extensive research on the determinants of decarbonization and sustainable energy development, there is a lack of specific solutions in this area. This paper investigated which determinants, according to the respondents, would lead to better decarbonization solutions in Smart Cities in terms of sustainability, and what results We get today after few first years of decarbonisation.

### Key words

Sustainability, management, decarbonisation, smart city, air pollution

**JUDIT T. KISS**

e-mail: tkiss@eng.unideb.hu

**KRISZTINA FRANKÓ**

e-mail: franko.krisztina@eng.unideb.hu

**DOMICIÁN MÁTÉ**

e-mail: mate.domician@eng.unideb.hu

University of Debrecen, Hungary

## The impacts of energy supply, renewables and environmental taxation on carbon intensity

### Abstract

The research aims to support the UN Sustainable Development Goals (SDGs 7 and 12), which ensure that appropriate steps are taken to combat climate change and its impacts by ensuring access to affordable, reliable, sustainable and modern energy. In order to achieve carbon neutrality, it is worth examining the direct and indirect effects of economic and social factors influencing CO<sub>2</sub> intensity using a dynamic panel regression methodology based on the OECD Green Growth database. Among other things, the results estimate how much carbon intensity would be reduced if the average share of renewable energy were doubled. It is also worth exploring the moderating effects of energy prices, environmental taxation and transfers in order to design more effective economic policies.

### Key words

emission intensity, energy supply; environmental taxation; panel regression; sustainable development

ANITA KOLNHOFER-DERECSKEI  
e-mail: kolnhofer-derecskei.anita@uni-bge.hu

ARNOLD TÓTH  
e-mail: toth.arnold@uni-bge.hu

Budapest Business School, Hungary

## How does the wording of the message influence the demand curve in the case of hypothetical COVID-19 prevention?

### Abstract

This research aimed to study a well-known heuristic from behavioural economics. Based on the original idea of Kahneman and Tversky, we designed two experimental situations, one focusing on the gains associated with choosing a drug and the other on the losses associated with rejecting it. These two frames were implemented into the introduction message of a new hypothetical COVID-19 drug. In our classroom experiment, the so-called goal framed framing effect was investigated, where the gain-framed message presents the positive consequences of performing an action, and loss-framed wording presents the negative consequences of not performing the same behaviour. Participants of each experimental group had to price the hypothetical product which promised a better solution for COVID-19 prevention than a normal vaccination.

After the outliers were cleared from the nearly 300 responses, we selected 282 responses (141 in each design). We analysed consumers' pricing on its market's level, where individual WTPs (willingnesses to pay) are aggregated into the demand function. Using several econometrical methods, various demand functions were formulated like exponential or linear to describe the proportion of participants accepting the vaccine in each scenario. Although a solid significant difference, between the two groups, was only proved in the exponential case, all demand curves outlined differ. Our results suggest that differently framed product messages affect consumer pricing and the product's demand curves. The broad literature review provides a better insight into the reasons for our results.

### Key words

framing effect, pricing, demand curve

**GABRIEL KOMAN**

e-mail: gabriel.koman@fri.uniza.sk

**MARTIN HOLUBČÍK**

e-mail: martin.holubcik@fri.uniza.sk

**MILAN KUBINA**

e-mail: milan.kubina@fri.uniza.sk

University of Zilina, Slovakia

## UAV technology to support management decision-making in the industry

### Abstract

UAV technology has been evolving for decades. However, its civilian use and industrial use have only come in recent years. With the progress of science and technology, the individual components of this technology have gradually evolved and become more and more accessible. The aim of this article is to define and approach the concept of UAV and its use in industry and decision support in business. UAV technology represents great potential in the production processes of factories or smaller factories.

### Key words

decision making in the company, management, Dron, UAV options, Use of UAV in the company



MARTINA KUPEROVÁ

e-mail: martina.kuperova@stuba.sk

MONIKA ZATROCHOVÁ

e-mail: monika.zatrochova@stuba.sk

MÁRIA GLATZ

e-mail: maria.glatz@stuba.sk

Slovak University of Technology in Bratislava, Slovakia

# Changes in the approach to economic education of technically oriented students at the Slovak University of Technology in Bratislava

## Abstract

The labor market as we know gradually changes. Not only under the influence of the new technologies, but also under pressure from its actors. Two completely different generations meet in the labor market. The current one, which takes working life seriously, does not enforce the balance as the new generation. Today's graduates of technical universities live largely outside of the office with their own lives. A flexible person comes to practice, requiring feedback, is communicative, connected with others and complex in working with technologies, ignoring old principles. He has ideas about the education and subsequent employment. He lacks practical experience and the need for effective communication with the middle generation. It currently has the largest share of the labor market. The focus of teachers' work is to change the form and approach of the university graduates to their professional education and to link the theoretical knowledge and skills with practical experience.

## Key words

education, knowledge, skills, innovation

**RADKA MACGREGOR PELIKÁNOVÁ**

e-mail: radkamacgregor@yahoo.com

Prague Metropolitan University, Czech Republic

**RANJANA ANDREA ACHLEITNER**

e-mail: ranjana\_andrea.achleitner@jku.at

Johannes Kepler University in Linz, Austria

**ROBERT KENYON MACGREGOR**

e-mail: robertkmacgregor@yahoo.com

Prague Metropolitan University, Czech Republic

## The EU regulation about sustainable investment – the end of sustainability trade-offs?

### Abstract

The Regulation (EU) 2019/2088 on sustainability-related disclosures in the financial service sector imposes a legal duty on financial market participants and advisers regarding sustainability risks, adverse sustainability impacts and sustainability-related information (Art. 1). Greenwashing and other CSR parasite practices should be eliminated in pre-contractual, websites, reports and marketing disclosures and communications (Art. 9 – Art.13) by proper information (Art. 1(17)) and the principle of do no significant harm (Art. 2a). Is this legal framework legitimate, effective and efficient? A deep holistic analysis with a comparative and teleological interpretation offers fresh propositions.

### Key words

Corporate Social Responsibility (CSR), Regulation 2019/2088 (SFDR), sustainable investment

# COVID pandemic and its impact on the financial area possible solutions – baselines for industrial practice

## Abstract

The world COVID pandemic had an impact on the financial and economic area (crisis) and shook not only the foundations of the world economy but also the confidence of the economic profession. No one, including renowned economists sleeping on the laurels of long-term prosperity, foresaw the crisis, and there were few who were able to at least partially name the root causes of the financial and economic crisis caused by the COVID pandemic. It is self-evident and logical that the need for reputable economists and financiers to whether the requirement to find answers to three basic central questions:

1. How stable is a controlled (in terms of self-regulation) market economy
2. Which forces caused instability
3. What, if anything, can the government do to promote stable economic growth

## Key words

COVID pandemic, market economy, financial crisis, economic growth, industrial practice

AIZAT MARATOVA

e-mail: maratova2013@gmail.com

ANDREA TICK

e-mail: Tick.Andrea@uni-obuda.hu

Óbuda University, Budapest, Hungary

## Sustainability in SMEs, a comparative study between SMEs in Kyrgyzstan and Hungary

### Abstract

SMEs have a great influence on the global economy and innovative SMEs can be considered as the booster of innovation and competitiveness in achieving sustainable development. The main aims of the present research are to explore and compare possible sustainable methods and practices of SMEs in terms of sustainability in Hungary and Kyrgyzstan. The nature of the research project was a combination of exploratory and descriptive analysis, deploying semi-structured interviews and a short survey. The research observed similar internal and external barriers to the implementation of sustainability practices in both countries, while governments are considered as the main external factor affecting the development of sustainability practices in SMEs. Overall, the research explored effective sustainable practices and recommendations, which can be used as a good practical implication for business owners, managers, or policymakers.

### Key words

sustainability, sustainability best practices, SME, Kyrgyzstan, Hungary

## The more, the better? Trust level in organisations

### Abstract

The purpose of this study is to examine the relationship between the leadership styles and how economics and manager students vote to manage conflicts within their relationships and with other entities. For this reason, an exhaustive review of the literature on leadership decision-making and conflict management has been carried out, focusing on trust, conflict management theories, models that have distinct influence in conflict management. In addition, a study of conflict management has been carried out in Óbuda University and in Pontifical University of Salamanca. The aim of the study was to identify the comparison of the most striking conflict management styles, that explain how students manage conflicts. The statistical study was based on data collected on demographic variables and leadership styles in conflict management through a survey carried out in 2022.

### Key words

business mediation, conflict management, leadership

EWA MULTAN

ewa.multan@uph.edu.pl

MARZENA WÓJCİK-AUGUSTYNIAK

marzena.wojcik-augustyniak@uph.edu.pl

Siedlce University of Natural Sciences and Humanities, Poland

## Application of performance and efficiency indicators in measuring the level of success of public universities in Poland

### Abstract

Success is defined in numerous manners and it may be measured with various indicators. With so many approaches available for the topic, this article assumes that the success of a university may be measured with performance and efficiency indicators. The main purpose of the article is to highlight the factors by which the success of public universities can be measured and the levels of success that can be achieved in the HEIs sector. The research problem is the question: what are the measures and levels of success of public universities? The literature and expert research allowed to identify critical success factors of the HEI sector in Poland and their measures in the form of critical performance indicators. Analyses of efficiency indicators showed good financial condition of selected HEIs. For the purpose of this article, definitions of critical success factors and critical performance indicators were proposed. Moreover, the identified performance and efficiency measures were successfully used to assess the level of success of public higher education institutions in Poland. The new tool for measuring performance-oriented success in HEIs proposed in this article can support public university leaders in making appropriate strategic decisions.

### Key words

success, critical success factors, critical performance indicators, efficiency, universities in Poland

DANIELA NAVRATILOVA

e-mail: daniela.navratilova@mvso.cz

ADAM PAWLICZEK

e-mail: adam.pawliczek@mvso.cz

RADOMIR HRNA

e-mail: 7790@mail.mvso.cz

ANASTASIIA KARNAUKHOVA

e-mail: 8007@mail.mvso.cz

Moravian Business College Olomouc, Czech Republic

## Entrepreneurial intention of university students in economic and management fields of study – multinational study

### Abstract

The paper aims to reveal the extent of entrepreneurial intention of university students in economic and management fields of study. A total of 513 students from three Central and Eastern European countries took part in the international study: the Czech Republic, Poland, and Ukraine. Using a quantitative research design, data were collected through a questionnaire survey and subsequently categorized and evaluated. The research shows that 81 % of university students in economics and management-oriented fields of study are intent on doing business after graduating from their university, of which almost 2/5 even already do business now or want to start a business during their studies. The research also included the question of the influence of family business on students' entrepreneurial intention. An interesting result is the finding that 14 % of students with the background of a family business do not want to do business at all.

### Key words

entrepreneurship, entrepreneurial intentions, family business, university students, economics

ADAM NOVOTNY

novotny.adam@uni-eszterhazy.hu

GERGELY CSÓKE

Eszterházy Károly Catholic University,

Hungary & University of Johannesburg, South Africa

## Success factors of tennis club management – results of a country-wide survey

### Abstract

Research in professional sports management has been substantial; however, knowledge is scant regarding the management practices at the grassroots level of sport, and how this aligns with national sports policy and strategy. The purpose of this study was to examine how organizational-level factors shape the financial performance of tennis clubs in Hungary. Responses from 68 clubs were attained using an online questionnaire. Logistic regressions were applied to test the association of independent variables (facilities and services, customers/members, human resources) with club revenues (extent and structure).

### Key words

sports management, tennis clubs, financial performance, Hungary



DANIEL-RAREȘ OBADĂ  
e-mail: daniel.obada@uaic.ro

Alexandru Ioan Cuza University of Iași, Iași, Romania

DAN-CRISTIAN DABIJA  
e-mail: dan.dabija@ubbcluj.ro

Babeș-Bolyai University Cluj-Napoca, Romania

# Antecedents of Social Media Usage and Sharing Fake News in Generating Trust of Social Media Information about Companies

## Abstract

The purpose of this study is to investigate the relationship between social media users' perceived control, concentration, and time distortion, as well as their social media usage, sharing fake news, and trust in social media information about companies. The theoretical framework was developed upon Csikszentmihalyi's (1975) Flow Theory and Ajzen's (1991) Theory of Planned Behavior. The data was gathered via an online questionnaire survey from social media users on the most popular SNS. 922 valid responses were included in the convenience sample. SEM (structural equations modeling) indicates that a set of social media usage antecedents (i.e., including users' perceived control, concentration, and time distortion), social media usage, sharing fake news about companies influence trust in social media information about companies. The originality of this study lies in that none of these associations have been examined previously in the literature. Marketing communication managers can use the findings of this study to boost trust in company-related social media information.

## Key words

concentration, trust, perceived control, sharing fake news, social media usage, time distortion

## Examining managerial capability effects on the Innovation attribute of AI and organizational capability

### Abstract

Artificial Intelligence (AI) cognitive business functions have been used by industries all over the world to improve performance, competitive advantage, productivity, and economic prosperity. In the light of the Innovation attribute of AI in managerial concerns and organizational capability, not much is known regarding managerial concerns that confirm the direct and the indirect impacts of AI characteristics and the effects of the implied technology, environment, and organization. Therefore, this paper investigates the effect of managerial capability on the innovation attribute of AI and organizational capability. The following questions are addressed in the article: What effect does managerial capability have on Artificial Intelligence compatibility? To what extent does AI's complexity have an impact on managerial capabilities? Will managerial capabilities be influenced by management support? What is the effect of the AI technical capabilities on the Managerial capabilities?

To fulfil the research goals a set of hypotheses has been built and then analyzed based on previous literature. The results of this study explain the relationship between Managerial capabilities and AI adoption by investigating the Organizational capability and Innovation attributes of AI as shown in the results section.

### Key words

artificial Intelligence, managerial capability, diffusion of innovation theory, organizational capability

JUDIT OLAH

e-mail: olah.judit@econ.unideb.hu

University of Debrecen, Hungary & University of Johannesburg, South Africa

ERDENEBAYAR CHULUUNBAATAR

e-mail: erdenebayar.chuluunbaatar@econ.unideb.hu

University of Debrecen, Hungary

JÓZSEF POPP

e-mail: popp.jozsef@uni-neumann.hu

John von Neumann University, Hungary & University of Johannesburg,  
South Africa

## The socio-environmental challenges in transitioning to a sustainable bioeconomy

### Abstract

The bioeconomy has been proposed worldwide as a way to combat emerging global socio-economic and environmental challenges from climate change to income diversification. Consequently, the term “bioeconomy” has gained a considerable career in the economic field in a relatively short period of time. Interestingly, in recent years, an alleged global sustainable development model has become the subject of intense sustainability debate and critique. The sustainability of the bioeconomy itself, which is promised to lead the world to sustainable development, has been the subject of heated debate among researchers, and it remains unanswered today.

Most of the previous studies focus centered on examining the impacts of technology while overlooking the socio-environmental implications and excluding society. Meanwhile, various controversies suggest that there could be potential socio-environmental negative impacts associated with the new economic model. It is possible that the increased use of biological resources could further compromise ecosystems and create social ethical issues. Even argue that this economic model could bring more new environmental challenges associated with excessive use of soil and water.

### Key words

bioeconomy, sustainable bioeconomy, environmental sustainability, social sustainability

# Agile project management as a change management tool in dynamic construction projects: a necessity to coop with projects' increasing complexity and uncertainty

## Abstract

The construction industry has one of the most important roles in any countries economy, despite of that, construction projects remain under the spotlight when compared to other projects due to its special nature and scope, with their increase of complexity which by default increases the amount of changes occurring therefore rising the risks of poor performance, which is already an issue in the sector, construction management is facing more challenges than ever, an extensive literature review was carried out in order to provide possible alternatives for the traditional way of managing construction projects, and as a result it was found that a tailored approach could be the answer to improve the whole sector and bring it up to date, using an integration of various methods of lean and agile management with traditional waterfall method, the agile management tools do show promising potential for the dynamic project nature which shows the importance of such an implementation, yet still due to the limited experience of such an approach in the construction field limitations cause a concern for professionals, and addressing these limitations is a necessity.

## Key words

agile project management, lean management, construction management, change management

JURGITA PAUŽUOLIENĖ  
e-mail: j.pauzuoliene@gmail.com

LIGITA SIMANSKIENE  
e-mail: ligita.simanskiene@gmail.com

Klaipeda University, Lithuania

## Responsible consumption in Europe: Causes and habits

### Abstract

Responsible consumption is a broad concept with not only environmental but also economic, social and health aspects. Responsible consumption can be described as the behaviors and attitudes of the consumers to consume or less consume products and services that have the potential to directly or indirectly harm to society, economy, the world, and all living and nonliving things. For solving responsible consumption behaviour a problematic question was created: how have consumers' responsible consumption habits and causes are? Used methods: analysis of research literature sources, systematization, synthesis, generalization, quantitative research, data processing. Research was done using an online questionnaire. In the research, respondents participated from Lithuania and some other European countries (Latvia, Poland, Italy, England, Germany, Bulgaria, France). Results showed that the main reasons why people choose to consume responsibly are taking care of their own and their family's well-being and a sense of responsibility for what is happening in the world.

### Key words

responsible consumption, sustainability, causes, habits, Europe

MARTINA RAŠTICOVÁ

e-mail: martina.rasticova@mendelu.cz

JAKUB ŠÁCHA

e-mail: Jakub.sacha@mendelu.cz

MARTIN LAKOMÝ

e-mail: Martina.lakomy@mendelu.cz

ELIŠKA SOBOTKOVÁ

e-mail: Eliska.sobotkova@mendelu.cz

Mendel University, Brno, Czech Republic

## Technostress among older workers in selected EU countries

### Abstract

The aim of the article is to examine the influence of stress caused by digital technologies, so called technostress on older workers in four European countries: Czech Republic, Slovakia, Poland and Hungary. The research used advanced statistical analyses, incl. cluster analysis of questionnaires from 1300 respondents in the age between 50 and 65 from four selected countries. The analysis of clusters from the perspective of the respondents' country of origin confirmed that Czech respondents are the most stressed compared to other groups of respondents, Czechs were most represented in cluster 1 – people most stressed, followed by Slovaks, Poles, while Hungarians were least represented in this cluster. Complementary to cluster 1, respondents from Hungary predominate in cluster 2 (least stressed people), other groups of respondents are similarly represented (in order: Czech, Polish and Slovak). The differences between the groups of respondents (according to the country of origin) in cluster 3 (people stressed by techno-demands) are not very significant, the order of representation of respondents: Czech, Slovak, Hungarian and Polish. People stressed by techno-violation of their private lives (cluster 4) are most often Czechs and Slovaks, least often Hungarians and Poles. The organisational and cultural implications of the results are being discusses.

### Key words

Ageing workforce, Technostress, Older workers and digitalisation, Coping strategies, European countries

ZHENG REN

RONG REN

e-mail: renzheng202108@163.com

School of Management,  
Chengdu University of Information Technology, China

## Job Crafting: Theoretical Logic, Research Progress and China Localization Prospect

### Abstract

Job crafting is a booming organizational theory relating to how individuals proactively change their work boundaries. During the past two decades, this theory has gradually framed a research framework that focuses on the interactions among behavioral patterns, individual factors and contextual factors, and has ultimately formulated two research streams in terms of their distinctive value orientations: “meaningfulness of work” and “person – job fit”. Currently, given that China has deepened its reform and advanced its transformation in economic development patterns, indigenous research on job crafting should be grounded on managerial practice, draw attention to underlying implicit values, and promote the indigenous theory development. In this regard, research on job crafting could advance China’s organizational innovation capacity, and provide theoretical references and intellectual support that help China transform from “Made in China” to “Created in China”.

### Key words

job crafting, job design, proactivity, organisational behaviour

RABEEA SADAF

e-mail: rsadaf1212@gmail.com

Kemmy Business School, University of Limerick, Ireland

# Intelligent Financial Fraud Detection: A systematic Review of Pre and Post Pandemic Era

## Abstract

Fraud and manipulation, involves intent to deceive, or break the regulatory frameworks to harm the victims. The intelligent fraud detection techniques have gained enormous importance owing to larger volumes of financial data produced and the prevalent complexities in their analysis techniques. The ongoing Covid 19 pandemic has brought added difficulties in fraud detection and deterrence as it has created enormous challenges by transforming the overall financial system with enhanced reliance on digital financial services. There is overall paradigm shift in fraud risk assessment and detection. The particular focus of this study is to review and analyse existing literature of financial fraud detection using artificial intelligence and machine learning methods with particular focus on comparing the state of art in pre and post pandemic era. The gaps, key issues are discussed with an insight on future research directions.

## Key words

Financial fraud, machine learning, artificial intelligence, systematic review



## The use of design thinking in social infrastructure planning

### Abstract

The design thinking (hereinafter: DT) methodology is increasingly adopted by firms to develop innovations and has evolved into one of the most powerful creativity and innovation methods worldwide. While designers have traditionally focused on enhancing the look and functionality of products, recent years have showcased a rising popularity of the design thinking approach being used to tackle complex societal problems, such as urban planning, education and healthcare provision throughout the world. An increasing number of public institutions have applied methods based in design thinking to include citizens in the planning process, to gather feedback on current efforts and projects, and to create a stronger sense of community. With DT being a field with much interest generated, little research exists concerning its connection to the field of public governance.

It is the aim of this paper / presentation is to further our understanding of the use of design thinking in the urban planning sector using a review of relevant literature in combination with case studies of successful DT public-sector implementations. Initial results indicate a lack of an accepted standard definition of design thinking in an urban development setting, which could lead to future conflict as many public agents are now including methods derived from DT in their work. The Double Diamond design and innovation process will be addressed, in combination with an outline of the DT methodology in organizational management.

### Key words

Design thinking, social infrastructure, innovation management, sustainable development, urban planning

SHIVANSH SHARMA

e-mail: shivansh.sharma@yorkvilleu.ca

Yorkville University, Canada

## Stress among project managers

### Abstract

A project manager is an important individual in the construction sector who is responsible for ensuring that a project is finished on schedule, with good quality, and at a low cost. Because of the complicated nature of their work and the environment in which they operate, project managers are frequently subjected to stress, which can have a negative impact on their health or performance. In the construction industry, stress is a complex subject with difficult to determine underlying causes. As a result, the purpose of this study is to analyse project manager stress elements in construction project management. This study identifies ten important factors: time constraint, money constraint, quality issue, authority issue, problem solving and decision making, cultural differences/conflict, experience, sustainable issue, and working surroundings. These factors are prioritised in order to determine which are the most important.

The three most stressful variables, according to the results, are Time Issue, Knowledge, Skill, and Experience, and Budget Constraint. Meanwhile, significant stress elements have been identified in this study so that the project manager is aware of the specific critical stress variables. This study identifies and ranks a few successful releasing strategies. There are SWOT analyses, activities to relieve stress, mindfulness-based stress reduction, emotional liberation approaches, and biofeedback.

### Key words

stress, project managers, construction sector

GITA ŠAKYTĖ-STATNICKĖ

e-mail: g.statnicke@kvk.lt

LAURENCIJA BUDRYTĖ-AUSIEJIENĖ

e-mail: l.ausiejene@kvk.lt

Klaipeda State University of Applied Sciences, Lithuania

INETA LUKA

e-mail: ineta.luka@turiba.lv

VALERIJA DROZDOVA

e-mail: Valerija.Malavska@turiba.lv

Turiba University, Latvia

## Internal and external communication between employees of different generations: emerging problems in Lithuanian, Latvian and Swedish tourism organizations

### Abstract

When employees from several different generations are involved into the labour market at the same time, many organizations face both internal and external communication problems. According to scientific sources (Hillman, 2014; Schroth, 2019; Ho, Yeung, 2020), communication problems are particularly evident between the younger (generation Z and generation Y) and older generations (Baby boomer generation and generation X). The aim of the research is to identify the problems of internal and external communication between various employees in tourism organizations of three countries (Lithuania, Latvia and Sweden).

In order to attain the aim of the study, semi-structured interviews with representatives of tourism organizations were conducted in each country. The experts who participated in the study represented various tourism sectors: accommodation, tour operating, tourism information, and others. In this study, a specific generation is identified by the year of birth, based on the theory of generations by W. Strauss and N. Howe (1991, 2012, 2017).

All informants indicated that they directly face generational differences and see emerging problems in both internal and external communication between different generations. Summarizing the results of the research, it can be stated that communication within the tourism organization revealed different attitudes of different generations towards communication channels, lack of feedback, insufficient sharing of information, etc. When communicating externally, employees of different generations at tourism organizations face foreign language barriers, they have different abilities to use IT in communication, the effectiveness of employee communication is different, etc.

### Key words

Employees of different generations, internal communication, external communication, communication problems

ANDREA SUJOVÁ  
e-mail: sujova@tuzvo.sk

PETRA LESNÍKOVÁ  
e-mail: petra.lesnikova@tuzvo.sk

Technical University in Zvolen, Slovakia

## Agile and non-agile companies: differences, starting points, and examples

### Abstract

The paper is focused on a specific feature of enterprises in the current period, on the agility. The main competitive advantage of agile enterprises is a permanent innovation ability of processes or products as also ability to master unpredictable impulses from environment. The aim of the paper is to compare agile and non – agile enterprises within chosen examples, to summarize and find the key differences, methods supporting agility and main contributions of a corporate agility.

### Key words

agility, enterprise, unpredictable changes, agile management

ANDREA SUJOVÁ

e-mail: sujova@tuzvo.sk

KATARÍNA MARCINEKOVÁ

e-mail: xmarcinekovak@tuzvo.sk

Technical University in Zvolen, Slovakia

## Force field analysis and its importance by change management

### Abstract

The success by implementation of changes depends on precise preparation of a change and a favourable background for its realization. That is why an important role plays the analysis and creation of favourable environment in a company, called a force field. The aim of the paper is to show a methodology for force field analysis based on analysis of supporting and braking forces towards changes in a company and its utilization in a process of change management.

### Key words

force field; analysis; change management; process; preparation

ANDREA SUJOVA  
e-mail: sujova@tuzvo.sk

ĽUBICA SIMANOVÁ  
e-mail: lubica.simanova@tuzvo.sk

Technical University in Zvolen, Slovakia

## Impact of changes on corporate performance of Slovak enterprises

### Abstract

The paper deals with investigation of the relationship between implementation of changes and a corporate performance. The aim of the paper is to present results of the primary research in Slovak enterprises. The research was focused on specific areas and types of implemented changes in enterprises, as well as on the reasons or impulses that led enterprises to implement change. These aspects of change management were examined in relation to the level of performance presented by the return on equity ROE.

### Key words

corporate performance, changes management, enterprise, return on equity

KATA REBEKA SZUCS

e-mail: Szucs.rebeka@uni-obuda.hu

REGINA ZSUZSANNA REICHER

e-mail: reicher.regina@uni-bge.hu

Obuda University, Budapest, Hungary

## Mobile Health Application Evaluation Possibilities

### Abstract

Nowadays smart phone users can choose between millions of mhealth applications, but the huge selection raises an important question: how should the user choose? The information that is most readily available to the users, such as the star rating in app stores, reviews left by previous users, short descriptions and attractive screenshots, do not address many points which are important during use. How do users know that the application they are downloading is reliable, professionally relevant, and living up to its promise, for example? Several studies have already tried to answer this question and come up with models to help evaluating health applications. It is important to note that while applications focusing on more serious health areas are subject to more complex regulations, there are fewer rules for lighter topics such as weight-loss, fitness, smoking cessation, or drinking water. Thus, evaluation frameworks, usually created for serious health topic related apps, that are easy to use and understand for users, can play an important role for the less serious applications as well. The purpose of this article is to find and compare these models, to identify commonalities and any missing elements. In the second part of the article I am also evaluating the number one free application in the health and fitness category (considering in-app purchase revenue), MyFitnessPal, with the selected models. I will also determine how these evaluating systems can be utilized from the users' point of view for hobby type mhealth apps, and if the suggested criteria are available for the average user at all.

### Key words

Mobile Health, Application evaluation



# Self-assessment of working abilities of workers 55+ in V4 countries. System approach with fuzzy logical model

## Abstract

The paper deals with the management of the working abilities of 55+ workers in the V4 countries. The aim is to find out how workers self-evaluate their working abilities in relation to the performance of work tasks and how these self-observations differ or coincide in the countries surveyed. The starting perspective for the research is the integration of the working abilities model, the person concept from Luhmann's theory of social systems and the fuzzy similarity relation, resulting in models of similarity in the self-evaluation of the working abilities of 55+ workers. The models show the importance workers attach to their working abilities in relation to work performance in the social environment in which they operate. This approach can provide a clearer description and explanation of the working abilities of workers than can be obtained with WAI. This can contribute to more efficient management of 55+ workers.

## Key words

self-assessment, V4 countries, 55+ workers

LENKA ŠVAJDOVÁ

e-mail: lenka.svajdova@vsb.cz

VSB – Technical University of Ostrava, Czech Republic

## The Corporate Social Responsibility in Tourism

### Abstract

The presented article deals with the basic ideas of CSR management in the field of tourism from two perspectives. The first is the use of CSR principles by entities that do business in tourism, the second point of view is the importance that customers attach to the issue of CSR while they are purchasing holiday packages. The aim of the article will be to analyze the importance of CSR in tourism. For the purposes of achieving the goal, secondary data analysis methods and primary data obtained by questionnaire survey will be used.

### Key words

CSR, Customer, Tourism, Tourist destination

# IT reliability as a source of sustainability for organizations operating during COVID-19 pandemic

## Abstract

The article aims to show that reliable IT support is crucial for the survival and sustainability of organizations operating during COVID-19 pandemic. The article considers the negative effect of crisis occurring within the organization due to COVID-19 pandemic on organizational sustainability (i.e. organizational performance through job performance of employees). The role of IT reliability in mitigating such negative effect is explored. In order to verify such hypotheses, the empirical studies based on 1160 organizations operating in Poland, Italy and USA during COVID-19 crisis were performed. Obtained data were analyzed using multiple linear regression models with mediators and moderators. The results confirmed that IT reliability may be considered to mitigate the negative effect of crisis occurring in organizations operating during COVID-19 on their sustainability because of its ability to limit the negative influence of crisis severity on job performance of employees (influencing organizational performance).

## Key words

IT reliability organizational performance, job performance, organizational sustainability, COVID-19

SHIKHA VYAS-DOORGAPERSAD

e-mail: svyas-doorgapersad@uj.ac.za

BABALWA VUYOKAZI SOGA

e-mail: bsikumba@gmail.com

University of Johannesburg, South Africa

## E-Government for improved service delivery: the case of SMMEs in South Africa

### Abstract

The article is necessitated by two major problems. The first problem is the limited focus that is put on the relationships and associations between e-government services and SMME existence, performance, and development in South African municipal context. While some studies confirm the relationship between basic and traditional municipal services and small business performance, not much evidence exists on the relations or association between e-government as a service and how SMMEs perform and operate. While existing studies did not explore e-government interactions between the municipality and businesses, it pointed out that municipality services, including those that could be supported by e-government, affect business performance. Going by the view that e-government services improve municipality services (Dai and Zhang 2009:508; Gustova 2017:3; Yaw et al. state all surnames 2017:8; Priya et al. state all surnames 2015:30), this article proposes that improving implementation and adaptation of e-government services can have a positive impact on SMMEs. E-government is therefore perceived as a potential tool that can be used to enhance SMME performance.

### Key words

E-Government, SMME, South Africa, Municipalities, service delivery

MARZANNA KATARZYNA WITEK-HAJDUK

e-mail: mwitek@sgh.waw.pl

ANNA GRUDECKA

e-mail: agrude@sgh.waw.pl

Warsaw School of Economics, Poland

## Do entrepreneurial and digital orientations impact e-marketing adoption during the COVID-19 pandemic?

### Abstract

The study examines how digital and entrepreneurial orientations affect e-marketing adoption during the COVID-19 pandemic. The research relies on a survey of 241 Polish firms from three industries, and applies PLS-SEM method. It confirms that digital and entrepreneurial orientations have positive impact on e-distribution and e-promotion adoption during the pandemic. The major contribution is a simultaneous examination of digital and entrepreneurial orientations as factors determining the adoption of e-marketing during the pandemic.

### Key words

COVID-19 pandemic context, digital orientation, e-marketing adoption, entrepreneurial orientation

ANNA WZIĄTEK-STĄSKO

e-mail: anna.wziatek-stasko@uj.edu.pl

OLENA KRAWCZYK-ANTONIUK

e-mail: ok-a@wp.pl

Jagiellonian University, Poland

## The impact of the employee's gender on the perception of the features of the pro-effective organizational climate

### Abstract

The organizational climate is an important management tool. This category is not explored by many due to the difficulty in understanding its essence and meaning. The aim of the article is to organize the definition of the concept, highlight the features of the pro-effective organizational climate and present original research results aimed at identifying the influence of employees' gender on the perception of this very important research category.

### Key words

organisational climate, organization, management, gender, organizational culture

## New challenges in managing the Polish social welfare system

### Abstract

Social policy, as one of the state's public policies, faces new challenges related to globalization, migration, as well as social, demographic and economic changes. The dynamically changing environment requires managers to adopt a new approach to managing their subordinate organizations. Quick response to changes will improve the process of managing social welfare system organizations.

### Key words

public management, social welfare, management in social assistance

JUSTYNA ŻYWIÓŁEK

e-mail: justyna.zywiolek@wz.pcz.pl

JOANNA ROSAK-SZYROCKA

e-mail: joanna.rosak-szyrocka@wz.pcz.pl

Częstochowa University of Technology

## Information security as an element of the corporate security culture

### Abstract

The factor influencing the information security of enterprises is undoubtedly the human being. Research on behavior in this area was conducted as a pilot in Poland, the Czech Republic and Slovakia. They included middle and senior management of large enterprises. The respondents will assess the behaviors that constitute the culture of security on a 7-point Likert scale, and on the basis of their responses, a model of conduct was developed to be used during the research.

### Key words

information security, security culture, security of intangible resources, enterprise security





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## WSB University

### CONTACT

#### **WSB University**

Cieplaka 1c, 41-300 Dąbrowa Górnicza

e-mail: [conf@wsb.edu.pl](mailto:conf@wsb.edu.pl)

#### **Assoc. prof. Włodzimierz Sroka, PhD**

M. +48 602 744 239

e-mail: [wsroka@wsb.edu.pl](mailto:wsroka@wsb.edu.pl)

#### **Michał Szyszka, PhD**

tel. +48 32 295 93 13

e-mail: [mszyszka@wsb.edu.pl](mailto:mszyszka@wsb.edu.pl)

#### **Regina Bogaczyk**

tel. +48 32 395 93 80

e-mail: [rbogaczyk@wsb.edu.pl](mailto:rbogaczyk@wsb.edu.pl)

[www.wsb.edu.pl/brenna](http://www.wsb.edu.pl/brenna)