

**University of West Hungary
Economic Faculty**

The strategic leadership of small and medium enterprises

Doctorial (PhD) Thesis

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INTRODUCTION

The importance and actuality of the subject of the research

In the company structure of Hungary mainly small and medium enterprises represent themselves (SMEs), they fulfill an important role in the economic life of the country. However they are behind the large enterprises in the area of the effectiveness of the production and service, and the organization and leadership. *Because of this the exploration of the uniqueness of leadership, the assessment of changes required, the designation of general reform of leadership is a continuous task. Maintaining and introducing the development and expansion, the innovation and most importantly the strategic thinking is a definite responsibility of managers and owners.*

During the evolution of the leadership, as function after the development of companies (as organizations) the main task for top managers – in practice, in the course of planning daily work – was especially carrying out the short-term, operational tasks. During the evolution of companies the long-term, strategical thinking started to be more emphatic in the activity of top managers. Whilst – in case of large enterprises – the operational tasks are carried out by CEOs, the task of the president, who is hierarchically above the CEOs, has become the development of successful strategic concept. Concentrating on long-term solutions has also changed the schedule and time-managing of top managers. Beside carrying out tasks connected to operation, more time shall be dedicated for strategy-elaboration, developing and involving concepts of strategies, finding the means needed for achieving strategic aims and analysing whether the chosen strategy – beside the constant change of external and internal conditions - would seem to be the most successful.

In the culture of large enterprises, even nowadays at most cases the same person plays the role of the president and the CEO. The tendency is the separation of these roles. (MENMUIR 2007)

In case of SMEs the basic precondition of starting is already having a charismatic person, who plays the role of president-chief executive officer according to the large-enterprise parallel.

Aim of research

a. I think it is a basic question, that with the growing of SMEs, in a particular stage of enterprise life cycle development, whether it is possible – according to the previously presented parallel - for a leader to separate the two united (president and CEO) functions. Either they can accomplish - or not - , to entrust a professional CEO with the managing of the growing enterprise (which operates in a complex environment) with, who is prepared for the efficient organizing of production and general managing as well as handling complexity. The founding owner shall primarily be “president”, who concentrates on long-term solutions and elaborates strategies and – as in Kotter’s concept – fulfill the leader position. I study the leadership of small and medium enterprises from this aspect and point out the necessity of reforming it.

b. However, beyond general analysing of Hungarian SME sector and studying its position in economy, my aim is, to *compose a file of knowledge*, in which I identify the obstacles of resources characteristic to Hungarian SME, pointing out the necessity to resolve them.

c. Furthermore my aim is to provide a point of reference for leaders of SME so that they can estimate and optimize the *strategic nature of their leading activity* by showing their daily tasks, routines, engagements and the nature of their activity, or rather that how long do the above listed things take to improve.

Structure of the dissertation

Following the introducing first paragraph, in the second half of the thesis I *define* the small and medium enterprises and analyse their *parameters, situation* and that in which stage of enterprise *life cycle* they can be found. I finish the position-analysis of SME sector with SWOT-analysis, discovering the strengths and weaknesses together with the opportunities and dangers.

In the third chapter I study the *capital supply* of small and medium enterprises: I introduce the obstacles of resource-allocation divided according to the motivation of enterprise operation and the allocation of risk-capital and credit institutions of SME sector. I study the latter first according to the disadvantageous structure – from the aspect of SME sector - of the reception of obstacles of risk-capital and than the structure of risk-

capital. I separately study the basic condition-system of prudent operation, as the basic condition of assuring constant operation.

In the fourth chapter I study the *strategy* of SME sector. I analyze the applicability of enterprise strategies for small and medium enterprises. The SME sector has less formal, written strategies, it is recommended to use the future-oriented strategy-elaboration, considering the specific life cycle positions of SME sector and the potential of growth. I separately study the definition of future image and highlight the importance of communicating the strategy.

In the fifth chapter I study the *strategic leadership* of SME. I study the complexion of leadership (whether there is strategic leadership or not) with the help of a method, that checks the tasks of leaders during their daily work. Namely, how fragmented their work are, how much can they provide continuous, meditative time for themselves. I compare the studies of professional literature and learn the similarities and differences of a leader's average daily work of a large enterprise and that of a small and medium enterprise. I study the management of SME during the life cycle evolution and I separately mention the importance of planning and successfully adapting the succession of management, as the growth, the essential fundamental condition of proceeding from one stage of the life cycle to another.

In the sixth chapter of my thesis, I constructed the theme and methodology of my research. I present the aim of my questionnaire survey and interviews and the applied statistical methods. Thenceforward I introduce the experiences and results of the questionnaire survey. The hypotheses I requested to test in my further empiric research were determined in the course of pre-researching when reviewing professional literature and my work as consultant of leadership management. The interview pre-research helped me to clarify the accented sections of the problematic research of professional literature and to define the main point of my further questionnaire survey- research.

The following hypotheses sum up the precusory expectations connected to the chapter's aim of research.

The hypotheses of research

The previously defined hypotheses of research:

- *H1. The capital allocation necessary for the growth of the small and medium enterprises is limited.*
- *H2. Hungarian small and medium enterprises do not have formalised strategies.*
- *H3. The SMEs leader is not a professional, qualified manager.*
- *H4. The leader of a small and medium enterprises spends most of its time on fulfilling operative tasks and the working hours miss the periods necessary and appropriate for consecutive meditation and strategy elaboration.*

I study the hypotheses set on the basis of related informations can be found in professional literature on one hand, than I compare and review them with statistical analyses of the answers given for the questions in the survey on the other.

In the chapters introducing my research I present the results of the survey, the conclusions and my statements and my new scientific achievements. In compliance with my target I make proposals for elaborating strategical aspect of the leadership of small and medium enterprises, highlighted the areas I deem critical.

THEME AND METHOD

Research plan

The aim of my primary research – reflected in my secondary research in progress and the defined presuppositions – is to arrange a set of questions composed in a questionnaire, that can be analysed and the answers given to them – as well as its content and the combination of the respondents - will be revealing to represent the Hungarian SME sector.

The technique of sampling is the not accidental *snowball sampling* (NARESH 2002). This way, beside the interviewed ones, my survey reached new manager groups.

This technique is proper in cases when we estimate such characteristics that are rare in crowd: the interviewed person ought to be manager and the company led by him must be categorised in the defined categories of small and medium enterprises. Since there were no reliable database provided in reaching managers, I considered this technique (method) more effective than random selection. The disadvantage of snow-ball sampling was its time-consuming nature and the generally characteristic restrictive statements of not-accidental sample taking. (They do not provide objective evaluation concerning the punctuality of results and we can not define the probability of them getting in the sample).

According to the aforesaid I pass a *restrictive statement* on the representativeness of the sample: I only accept my statements entirely generalizable, that are regarding the studied group and they can not be deemed definitely and clearly characteristic for the whole Hungarian SME sector. With regard though, that some features of the studied crowd are equal with the known, statistical demonstrations regarding the entire SME sector (e.g. the rate of providing and producing enterprises within the sector), I qualify the results received *reliably useable*.

After defining my request for information, I studied four group of questions. After the identifier, disqualifying characteristic question - whether the enterprise meets the category of small and medium enterprise or not – I divided the questionnaire for four main group of questions:

- Informations regarding the composition of customers, the capital supply and the state of improvement of the small and medium enterprise;

- Informations regarding the union or separation of leader- and ownership functions (status);
- The strategy of small and medium enterprises;
- Managing of small and medium enterprises – style, means, professionalism, daily routine.

The questions were set up so that I can evaluate the responses received from the previously defined hypotheses.

The survey as its structure, contains mainly closed, partly open questions. In case of closed questions formerly defined responses are chosen (with X sign), in case of open questions own words are the responses. I have partly chosen the latter, because it is hard to evaluate, it requires text-analysing and subjective evaluation.

Following the receipt of questionnaires, I coded the data and recorded them in a chart and continued data-clearing and correctness supervising. I checked logically and spotted the possible contradictive responses.

I did the interviews personally, in the course of which I managed to get to know the explanations - in some cases the not consistence, diverse explanations of the intent of the question - of some respondents.

Before the beginning of my prime research I did *qualitative data-collecting*, as informal conversations, in order to identify the problems and to collect proper informations to them and to support my hypothesis set up. The interviews were planned, but unbound and adaptively flexible. Subjectives of my interviews were the prime managers of enterprises of SME sector.

Significant part of the survey is well-measurable, and can be presented by charts and diagrams, and consists of *quantitative data* that can be analysed by statistical methods. My aim was to be able to visualize the essence of the effects through diagrams as well. For evaluating quantitative and qualitative data I applied computer data processing: EXCEL and SPSS (Statistical Package for Social Sciences). These programs are feasible for the statistical analyzing of different measure indicators, for relation-analysis and making cluster and factor analyses.

Statistical methods applied

In order to apply the statistical methods, I converted the informations given into electronic format. This way I received an evaluable and analyseable database. In the chart the answers given to each question are in the coloumns and the answers of the interviewed enterprises are in the lines. In the course of coding I labelled every possible answer.

With the help of EXCEL I managed to define the basic statements based on the diagram with the responses given to the questions and compare them with the results of literary research.

The type of the questions, the categorized responses – coded back the presented way - mainly allow „cross-tabulation” analyses. With the help of the Chi-square test method I checked the hypotesis, according to which the line- and coloumn variables are independent.

I made cross-tabulation analyses for the enitre set of questions with the 11 versions of SPSS program in order to discover other possible previously non-expected relations. In the following chapter I present the significant relations that are major from the angle of the matter.

In order to apply the multi-variable methods (major component, factor-cluster analysis) continuous random variables are required/needed or such binary variables, that can be indicated with codes 0 and 1. Although there are questions like this, it is not characteristic in the survey. The low KMO value received (0,304) shows, that the datadase is somewhat qualified/suitable for factor formation, slight variables are expected to be collectively evaluated in the course of the analysis. Direct questions were not evaluated together/along with the components of indirect questions. Therefore in the course of survey processing I relied on the cross-tabulation analyses.

I matched the outputs received with the help of the 11 versions of SPSS with the professional conclusions.

RESULTS

Results of the questionnaire survey

The contacted enterprises completed the questionnaire in 114 cases, among which in 16 cases the questionnaire was completed by micro- or large enterprises, whereas 98 enterprises met the presently accepted the three dimensioned criteria and requirements of the SME sector (number of the employees / income or balance sheet footnote / independency). As a consequence my questionnaire survey elaborates and analyses the answers and responses of the leaders and managers of the 98 small and medium enterprises.

The vast majority of the responding enterprises are to be found in the first life cycle, which can be characterised as growing period. However one tenth of them are stucked, prematurely superannuated or fell into the traps of premature periods.

The questionnaire survey confirms the assumptions that the Hungarian small and medium enterprises sector – regarding the *sources necessary for the growth* – is in scarcity of capital.

Based on the responses to the questions regarding the strategies only 17% of the enterprise managers stated that they have formalised strategy plan and 28% has strategies of any sort. 55% of the interviewed enterprises declared that the company has future image, however the formalised strategy plan does not reflect it (Figure 1.):

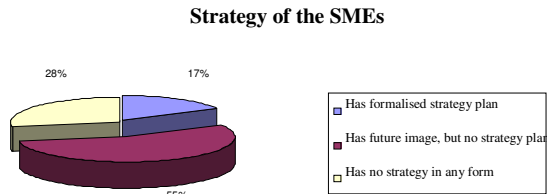


Figure 1.: Strategy of the enterprises participating in the research

Sources: own compilation (2008)

After summarising the *cross-tabulation analyses* of the responses on the group of questions on company strategy it is to be determined that between

the *formalisation of the strategies* and the *ownership structure* (private individuals/institutes), furthermore the *rate and stage of organisation* (leadership functions and the vigorously limited division of labour) there is a significant correlation. Furthermore correlation is to be verified in those cases where *decision supporting* integrated computer systems are utilised, where *training programs* are established, where *extra performances* are compensated and *rewarded* and last but not least where the communication to the employees is good.

However I did not find significant correlation between the age of the enterprises and the formalisation of the strategies.

It can be declared that the majority of the Hungarian small and medium enterprises – according to the analysed samples – do not have formalised strategy. However there is a future image, which is in numerous cases misinterpreted. Therefore the small and medium enterprises in the growth period and in the early life cycles are using the flexible future oriented strategies that provide appropriate scope of action.

My research reveals that significant majority of the present Hungarian SMEs – in the meaning of Kottler's concept – are "over-managed and under-led" companies. One third of the interviewed top managers spend more than 80% of their working hours on daily operative problems, whereas only 5% spend less than one fifth of their working hours on daily management. Meanwhile *only 4% of the top managers spend the majority of their working hours on perspective strategic tasks and thinking*. 71% of the top managers reserve less than 40% of their working hours, but nearly half of them (47%) devote less than one fifth of their working hours on performing strategic leadership management. In other words, they *manage a lot, but lead too little* (Figure 2.). However, the role of a solvent cash flow in the sustenance of the SMEs is more substantial, than by large enterprises, since the capital furnishing and their possibilities to obtain sources are lower. Therefore in order to assure smooth and undisturbed operation the continuous performance of short term, operative tasks (daily "fire-fighting") come to the front, whereas *strategic* tasks and duties are overshadowed. This kind of leadership management takes fewer cognisances of handling the strategic dimension and as a consequence also on perceiving long term endangerment. However its strength is handling and solving operative problems.

Performing the operative tasks

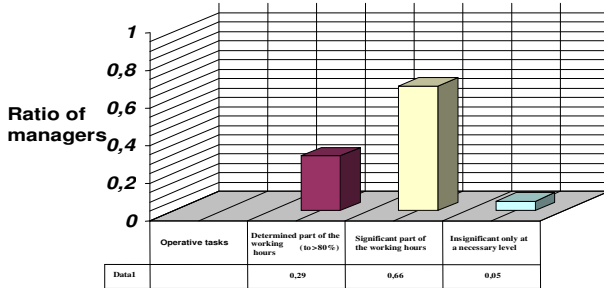


Figure 2.: Daily engagement of the managers of the companies participating in the research

Sources: own compilation (2008)

Throughout the personal conversations, deep interviews it has been enlightened that working hours miss two fundamental items: the longer perpetual meditation periods and the regular strategic creation thinking relating thereto.

Regarding the responses on the style of leading the autocratic and commanding styles is protruding reflecting the putative or real power position of the leaders. Whereby we may deduce to the young life cycle.

However, I found the potential of the *development of leading* dismally minor: I determined that only 13% of the respondents attended regularly on courses, conferences or trainings. *I especially emphasise that whereby training programs are established significant correlation is to be determined between the strategy – respectively future image – communications to the employees and the loyalty of the employees.*

Significant correlation is determined between the indicators of training, attendance on conferences and the future image of the employees, or the same as to the loyalty of the employees.

I consider the lack of trainings as the weak point of the contacted SMEs. Trainings are held rhapsodically primarily to meet the requirements of novel technologies or labour safety by involving external advisors. Often the training of the top or middle managers is entirely missing.

Summarising and comparing to the literature research (CARLSSON 1951, MINTZBERG 1973, ZALEZNIK 1977, KOTTER 1982, FLOREN 2003, O'GORMAN 2005.) it is to be declared that:

- *Leaders are dealing with operative tasks in the majority of their working hours;*
- *They fulfill numerous tasks, their working hour is “fragmented”;*
- *They miss the long, consecutive meditation periods and the regular strategic elaboration thinking relating thereto.*

At the same time I came to the conclusion that according to the analysed samples the vast majority of the leaders of the small and medium enterprises are high qualified professionals in the field of the profile of the company, but in nearly half of the companies they also have economical knowledge as well.

As a summary I hereby emphasises the importance that the leader of the small and medium enterprises shall have to find the optimal balance of the operative management and the strategic leadership tasks while organising its daily activities to be able to keep the company on a growing line and to handle the conflicts of the changes between the life cycles.

Evaluation of the hypotheses

I finished the examination of the hypothesis defined in the preamble. In compliance with the synthesis of the statistical analysis, experiences of the deep interviews and the literature I came to the following conclusions:

H1. The capital allocation necessary for the growth of the small and medium enterprises is limited.

During the study of the motivation of the small and medium enterprises we saw that in many cases the foundation of the company was either motivated by the independency of the founder or by the satisfaction of their lust for power (WASSERMAN 2008); the joint capital provided by the founders is at limited disposal and the majority of the SMEs are founded with the statutory minimum capital.

Compared to the large enterprise sector the loan stocks of the SME sector is less (Hungarian Economic Research Institute 2002), despite the currently experienced significant growth of the loan supply and loan demands (Start Tőkegarancia 2008), this sector recourses bank loans to a lesser extent (KÁLLAY-IMREH 2004).

The obtainment of venture capital of small and medium enterprises is limited on the one hand because of its venture capital receipt capability (incompetency such as in the position as leaders or owners) and on the other hand because of the structure of the venture capital (Start Tőkegarancia 2008; KÁLLAY-IMREH 2004; WASSERMAN 2008).

According to the result of the questionnaire survey 60% of the companies evaluated itself as undercapitalised.

T1. In instance of the small and medium enterprises the limits of the capital allocation necessary for the growth are the causatives of the insufficiency of the capital supply and owner-leader incompetency. This particular fact defines the possible speed of their growth, their liquidity problems, determines the operative characteristics of leader tasks and the necessity of maintaining prudent operation.

H2. The Hungarian small and medium enterprises do not have formalised strategy

In the instance of the small and medium enterprises sector strategies are formulated by rather the consequence of different circumstances, than being created (SALAMONNÉ 2000).

According to “descriptive discipline” among the disciplines systemising the company strategies not every or even none of elements of the strategies have or is to be forth-defined (MINTZBERG 2004).

The Hungarian small and medium enterprises are in their first life cycle, when formalisation is a less representative attribute of the companies.

It is more important to draw up a “foggy future” than defining an exact, accurate future image (SULL 2006, BARACSKAI 2004).

During the research 17% of the leaders stated that they have formalised strategic plans and 28% has no strategy at all.

However 55% of the interviewed companies declared that the company has a definite future image, although it does not appear in the formalised strategy plan.

With regard to the above I partly accept the hypothesis and formulate the following thesis:

T2. The strategy of the small and medium enterprises is a flexible, partially formalised future oriented strategy that builds upon creativity that assures appropriate latitude for such a company sector.

H3. The SMEs leader is not a professional, qualified leader.

I did not find any assessable literature observations upon the qualifications of the leaders of the Hungarian small and medium enterprises regarding the main objectives of my research.

76% of the top managers participating in the research are high qualified professional with professional skills corresponding to the profile of the companies (engineer etc.), however 49% (also) has high qualified economic and business leading skills. However 2% is jurist and 11% has other qualifications.

In compliance with the aforementioned I reject the hypothesis and formulate the following thesis:

T3. Among the leaders of the Hungarian small and medium enterprises we may find professionals with skills that are corresponding to the profile of the companies and leaders that are also high qualified in company leading.

H4. The leader of a small and medium enterprises spends most of its time on fulfilling operative tasks and the working hours miss the periods necessary and appropriate for consecutive meditation and strategy elaboration.

According to the literature research the leaders spend significant ratio of their working hours on handling operative tasks, their working is fragmented by intermissions (CARLSON 1951, MINTZBERG 1973, MINTZBERG 1975, ZALEZNIK 1977, KOTTER 1982a, KOTTER 1982b), is characterised by „fire-fighting” nature (BOHN 2001) and the time expenditure appropriate for meditation, strategy creation and visualisation is very little (GOSLING-MINTZBERG 2004).

O’Gorman and Floren justified the operative characteristics of the leader’s works for the small and medium enterprises as well (O’GORMAN 2005, FLOREN 2003).

During the young, growing periods of the life cycle the entrepreneurship leading method is desirable (ADIZES 1992, BURROW 2008).

One third of the top managers participating in the research spend more than 80% of their working hours on daily operative problems, whereas only 5% spend less than one fifth of their working hours on daily management. Meanwhile only 4% of the top managers spend the majority of their working hours on perspective strategic planning tasks and thinking. 71% of the top managers reserve less than 40% of their working hours, but nearly

half of them (47%) devote less than one fifth of their working hours on performing strategic leadership management.

In line with the aforementioned I accept the hypothesis and formulate the following thesis:

T4. The leadership of the small and medium enterprises is mainly not strategic leadership, but its strength is the operative management – preferred by the young growth oriented company life cycle. The working hours miss the long, consecutive meditation periods appropriate for strategy elaboration.

NEW SCIENTIFIC RESULTS

1. It has been approved that the Hungarian small and medium enterprises are facing double capital allocation limits: the structure of the capital does not favour to this sector and the founding leaders are averse from receiving foreign capital. The incompetency of the *leaders acting as owners* is a notable obstructive factor and also the insoluble conflict of *asset augment* versus *exercising power*. Therefore reaching the capital necessary for the growth is restricted.
2. The lack of formal strategic plans is special characteristic of the small and medium enterprises that is compensated by a – an assured latitude appropriate for the SMEs sector –, flexible, less formalised future image oriented strategy that builds upon creativity. However the entire realisation of such strategies is impeded by deficiencies in communication.
3. It has been approved that the managers of the Hungarian small and medium enterprises are mainly dealing with daily operative routine duties and are the “hostage” of short term thinking and immediate actions. They spend scarce time of their working hours on perpetual meditative long term thinking, which would assure the continuity of strategy creation.

CONCLUSIONS AND PROPOSALS

After studying the literature of small and medium enterprises and after analysis of the questionnaire survey as a summary I prepared the model of the strategic leadership management (Figure 3.).

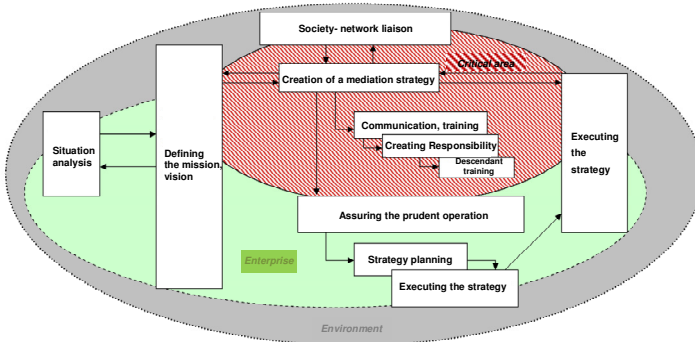


Figure 3.: Model of the strategic leadership management of the SMEs

Sources: own compilation

During my research I have identified the critical area of the strategic leadership management of the small and medium enterprises and within this critical area those leadership tasks that need immense attention. As for optimising the strategic leadership management I could define the following, general proposals.

During my research it has been justified that main obstacle of the growth of the Hungarian small and medium enterprise sector originates in the *limits of source allocation*. Therefore at the time of commencement the leader must elucidate by itself during the identification of the missions and visions to aspire either for economy or for power (WASSERMANN 2008), and have to handle the dilemma arising therefrom.

The small and medium enterprises less frequently have formalised, written strategies, but the loose, future image oriented strategy assures enough flexibility and latitude. The realisation of *such strategy* and its flexible renewability has to be followed by the leader continuously so that *the conditions of a prudent operation would be ensured at all times*.

All companies have integrated in its complex (micro, regional and global) environment. The environment – economical, political, art, ecological, social ideological etc dimensions – is to be considered as a complex, self-

organiser network. (BARABÁSI 2003). From this attempt the company needs to have such a leader that creates and maintains a continuous connection with the complex network. *The leader is the one who undertakes the functions of network leadership management. In other words the leader needs to strengthen its network leader “characteristics and nature” of its duties and activities, representing its company, make its skills and abilities recognisable and lobby for that.* If we wish to pose the leader as a *network leader*, they are located out of the virtual structural diagrams (BARACSKAI 2004). From this point of view the Kotter conception is even more emphatic regarding the separate roles of the leaders and managers:

- The leader *in its position as strategy leader* draws up a foggy future image, bestow and pose the company in time and space within the multiple dimensioned complex network, foggily drafts its vision at a given field of force within that time and place which demonstration makes them capable to influence people. They are the masters of influencing and lobbies. They do their activities in a complex network, whereby creates relationships and contacts bankers, politicians, media stars, businessmen and makes the company attractive, facilitates the co-operation between the company and the receiver network. *In such position they need to assure themselves perpetual meditative periods that are appropriate for strategy creation.*
- The leader *in its position as a manager* interprets the above into the language of planning, leading, monitoring so into daily operative management. Delegates the tasks and duties to the competence of the operative managers. In such position it acts “within the borders of the company” and has a definite position in the structural diagram and primarily handles the complexity.

I especially emphasise and state those areas, whereby I found deficiencies during my research, these are: *communication, authority used for creating responsibility (empowerment) and descendant training.*

PUBLICATION LIST

Own publications, conference lectures in the subject

Own publications

- Ungaria: impactul companiilor multinationale asupra mediului de afaceri (The influence of multinational enterprises on the company environment in Hungary). *Tribuna Economica, Bucuresti ISSN 1018-0451, 9/2005.03.02*
- Comportamentul strategic al investitorilor straini in Ungaria (The strategical behavior of the multinational companies in Hungary). *Revista Afaceri IMM, ISSN 1454-8429, anul V. nr.55, Bucuresti, martie 2005*
- Efecte economice generate de evolutia demografiei (Economical impact of demographical alterations), *Raporturi de munca, ISSN 1224-4689, nr.3, Bucuresti, martie 2005*
- The strategical management of small and medium enterprises – the network-leading approach. Theory and practice in the economical process. *Wasme 2005 – World SME Convention Follow-up, http://www.wasme2005ro.org/speakeri/31_karda.htm.*
- Az outsourcing, mint a vállalatok hálózati tevékenységének logisztikai lehetősége (Outsourcing, as logistical possibilities of the companies' network activities). *Tranzit magazin, ISSN 1419-8983, VII. évfolyam, 2005. május*
- The strategical behavior of the multinational companies in Hungary. *Review of International Comparative Management, ISSN 1582-3458, Bucharest, Authumn 2005*

Conferences – lectures and publications:

- A kis- és középvállalatok stratégiai vezetése – a KKV-k vezetésének hálózati megközelítése (The strategical management of small and medium enterprises – the network-leading approach.). *XXVII. OTDK PhD tagozat, ISBN 963 9364 53 5, 2005. április 27-29. Sopron*

- A kis- és középvállalatok stratégiai vezetése (The strategical management of small and medium enterprises). *EU-napi Nemzetközi Konferencia, ISBN 963 9364 49 5, 2005. május 5. Mosonmagyaróvár*
- A kis- és középvállalatok stratégiai vezetésének hálózati megközelítése (The network-leading approach of strategical management of small and medium enterprises). *Tavaszi Szél 2005 Konferencia, ISBN 963 218 368 1, 2005. május 6-8. Debrecen, a Doktoranduszok Országos Szövetségének szervezésében (lektorált előadás)*
- The strategical management of small and medium Enterprises – the network-leading approach. *WASME 2005 – World SME-s Convention, 2005. május 15-18. Bucharest*

Educational activity

- Stratégiai menedzsment (Strategical management) – presentation. EU Manager Course, Modern Üzleti Tudományok Főiskola, Székelyudvarhely Branch. 2005 április 15.
- Reorganizáció, válságmenedzselés (Reorganization, crisis management) - presentation. EU Manager Course, Modern Üzleti Tudományok Főiskola, Székelyudvarhely Branch. 2005 április 16.
- Válságmenedzselés (Crisis management) - presentation. EU Manager Course, Modern Üzleti Tudományok Főiskola, Székelyudvarhely Branch. 2006 április.
- Kis- és középvállalatok stratégiai vezetése (The strategical management of small and medium enterprises). - presentation. EU Manager Course, Modern Üzleti Tudományok Főiskola, Székelyudvarhely Branch 2007 április.