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**EDITORIAL:
MULTIDISCIPLINARITY – BREAKING OUT OF THE
DISCIPLINARY SILOS**

Dear Reader,

The first issue in 2014 of Pannon Management Review you are holding in your hand shows its familiar face but, at the same time, it has set a renewal as an aim. Since the publication of the previous issue a new editor has been appointed, which is inevitably reflected in the spirit of the selected papers you can read here. We are planning to shift the content of the Pannon Management Review in two directions. On the one hand, in line with mainstream sources, we intend to increase the scientific methodological value of papers on management, and on the other, we follow a selection concept that can organise the content of particular issues around a specific leitmotif. In the current issue this leitmotif is: multidisciplinary.

In today's corporate practice, a functional approach is more and more substituted by integrated, interfunctional teamwork. Problems in managers' decision-making cannot be understood through the narrow lenses of particular functions (i.e. subject groups). Conventional structures do not take these into consideration at all.

Consequently, young professionals today are only able to think in terms of functional "boxes". Thus when approaching problems they try to find the answer to the question "In which subject did we learn about this?" although this is highly unusual in the practice of – especially - small enterprises. A typical example of this can be taken from quality management. The operationalisation of the European quality model called EFQM is only possible in a multidisciplinary approach. In corporate practice this means that marketers, designers, quality managers, human resource managers etc. are only able to implement a comprehensive quality control together. Thus managers need an extensive material of knowledge rather than traditionally deep specialization.

In modern business life creative managers are needed instead of masters of analysis. A creative manager possesses the skill to know how to approach a business problem of any kind, he or she is self-confident in recognizing the problem and can communicate persuasively both orally and in writing. Analysis is the responsibility of the executive level; the management "only" has to be

able to judge whether the documents for decision-making and analysis preparation are reliable or not. But the leaders of micro and small enterprises cannot do without an analytical thinking either. Therefore, both groups have to be developed even though their expectations are totally different from one another.

Apart from multidisciplinary skills – or even together with them – intercultural affinity is also a key competence in the modern, global management. In order to understand the intercultural phenomena of an internationalising management it is important to know the underlying reasons as well. To this we can have recourse to an already classical approach of cultural anthropology. Serpell's *Culture's Influence on Behaviour* from 1976 claims that cultural explanatory models can be used well in those areas where people need to go through quick adaptation processes. These explanatory models also include such behavioural and cognitive processes as decision, planning and logical thinking. Several experiments have justified the decisive role of the cultural environment – especially in childhood – in later problem-solving preferences. Let us call it local determination, which includes such factors as:

- The rules of interpersonal behaviour. This concerns the local determination of the spoken language in particular but the norms of performance in a workgroup can have important differences as well. Based on the works of Ishii and Bruneau, Hidasi (1999) presents an interesting feature of linguistic behaviour, namely the different role of unspoken messages. This means that silence during speech can carry entirely different meanings in different languages.
- Social and behavioural norms transmitted by educational institutions.
- Accepted level of performance orientation.
- The role of individuality vs. taking joint responsibilities. In this respect, for example, there is a typical difference between American and Chinese local determination.
- The role of creativity in problem solving.
- Approaching problems systematically vs. through details.
- Perception of visual representation. This, for instance, is a dimension that is imprinted in childhood strongly and its cultural differences are significant.

The above detailed principles are reflected in the selection contained in this issue. The article by Richard Kása and his fellow researchers under the title of *The concept of perception driven service process reengineering by entropy reduction* identifies the theoretical links between services marketing, production economics, operations management and service quality management. Based on

the dominant process character of service transactions well-known models of operations management can be applied in reengineering of service processes. The argumentation of the authors is clear and there is no doubt that in this case their multidisciplinary approach is a must.

Teresa Shuk-Ching Poon from Hong Kong in her article *Upgrading the information communication and technology industry in China: a global value chain analysis* offers to the Reader a really sophisticated scientific analysis on the crossroad of infocommunication technology, technology development, R&D management and international economics. The core message of the article comes however from the international / regional / intercultural dimension. It is extraordinarily exciting to read about the industrial environment of a huge country from the BRICS group. Yes, it is exciting and holds plenty of lessons for managers in the global economy. Briefly do not miss, dear Reader, to read it.

Following the PMR traditions – publishing portraits of companies and individuals whose performance is illustrative of management achievement – in this issue, we feature an interview with the leader of a renowned company. Now we spoke to dr. Márta Hoffmann, CEO of TNS-Hoffmann Market Research Agency about the exciting connections between building up a company and a personal career, and the Hungarian market and multinational corporate philosophy. With the casualness of spoken language and in a very enjoyable style, the interview shows management dilemmas and a continuous balancing between the “multi” and “artisan” methods applied in a narrow and small market. Looking back at her company’s many years of development, dr. Márta Hoffmann discusses the issues of global networking, the international business development and the intercultural corporate management that constitute everyday tasks for today’s executives.

And true to the mission of the Review, we offer a publication opportunity to a young researcher in this issue – and from now in each issue in the future - as well. The first big challenge in a person’s scientific career is to obtain a doctoral degree. When this multi-annual process begins, the candidate does not know yet what to expect. How many pitfalls, how many dead ends, and many of those moments when there seems to be no solution? Or maybe the multitude of possible solutions seems daunting. A decision must be taken on the focus and the main direction of the research. In this respect, colleagues and university research workshops can provide a helpful environment that promotes the doctoral activity on the planned road. Somewhat paradoxically, the scientific value of PhD dissertations is determined by what further research achievements they encourage from the part of a “young” researcher. Here the word “young” does not refer to the researcher’s age but is meant to show that the former

doctoral candidate has already joined the club of qualified researchers. During their shorter or longer PhD studies, they have acquired the skills in research methodology that are needed to undertake effective research. And of course, they have become committed for life to scientific work and are now a part of a community, Hungarian and international academic life where they can find fellow researchers with similar interests. This time, we have chosen Ferenc Bognár's paper entitled *The impact of organisational culture and maintenance strategies in organisational business processes* in which he summarises the findings of his doctoral research. In line with the message of this issue, Ferenc Bognár presents the complexity of management through the intersection of quality management, production economics, human resource management, maintenance management and engineering.

The journal has a new editor, but we will preserve PMR's values and strive to continuously improve the quality of the review. Invariably, our goals include providing a platform for research-based articles with practical relevance, offering actionable managerial advice and publishing interesting articles having the potential to enhance our knowledge and understanding. We hope that by publishing this issue, we can show the colourful world of management science as well as encourage other researchers to present themselves in our journal.

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Zoltán Veres was born in Hungary. He received his university degrees from the Technical University of Budapest (Masters degree in Electrical Engineering) and the Budapest University of Economic Sciences (Masters degree in International Business). He obtained his Ph.D. in economics, at the Hungarian Academy of Sciences. More recently, he obtained his habilitation degree at University of Szeged, Faculty of Economics and Business Administration.

He worked as project manager of numerous international industrial projects in the Mediterranean region (e.g. Greece, Middle East, North Africa) between 1977 and '90.

Since 1990, he actively participates in the higher education. In 2011 he was appointed professor of Marketing at the Budapest Business School (BBS), Hungary and in addition he was also Head of Research Centre at BBS until now. He is actually Head of Marketing Department of the University of Pannonia, Veszprém, Hungary.

He has had consultancy practice and conducted numerous research projects on services marketing and project marketing. In 2001 and 2002 he was Head of Service Research Department at the multinational GfK Market Research Agency.

He has more than 200 scientific publications, including the books of Introduction to Market Research and Foundations of Services Marketing. He has been editor of series to Academy Publishing House (Wolters Kluwer Group), Budapest. He has been editor of journals *Revista Internacional de Marketing Público y No Lucrativo*, Spain, and *Marketing & Menedzsmnt*, Hungary. He is a member of the Committee of Marketing Sciences at the Hungarian Academy of Sciences.

