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**EDITORIAL:  
DIFFERENT MANAGEMENT STYLES ARE BEST  
SUITED TO DIFFERENT SITUATIONS**

Dear Reader,

Welcome to the 4<sup>th</sup> Issue of Pannon Management Review in the year of 2015, which is focussing on certain managerial dilemmas. Managers apply distinctly different management styles. Managers can also adopt different motivational strategies and techniques to boost employees' performance or accomplish internal change. The evergreen question however is unchanged: how to be successful in business.

This question can arise at any functional area in an organisation. There are many things which can contribute to the success of the business such as innovation, HR management, sales and marketing, production, finance, change management and leadership attitude both in positive and negative sense. This is the topic of the present Pannon Management Review. First, in their article Understanding innovation capability maturity in rural tourism, Csilla Raffai and Szabolcs Szikszai introduce a model that helps measure the innovation capability maturity of rural accommodation service providers in Veszprém county. Based on former research, they demonstrate that innovation capability maturity can of rural accommodation service providers in Veszprém county. Based on a former research it turned out that innovation capability maturity can be described by five capability areas: market knowledge, training, managing possibilities, guest orientation and rationality. The authors argue that the results are useful indicators of innovation capability maturity for all stakeholders in rural tourism. The analysis can also be used to identify those innovation capability areas where rural service providers need to make the necessary steps to improve their maturity.

The paper "*Gleaming eyes*", *the survey of workplace competence expectations towards career starters* written by Tünde Tóthné Téglás, Erika Hlédik and Laura Fónadová is focussing on a human resource management problem, namely on the workplace expectations towards career starters who participated in economic or technical higher education. The research goal was to understand the thinking of companies related to competences. The paper is mapping out the employers' selection practice. According to the researcher-authors two kinds of approaches are noticeable about companies participating in the survey regarding the recruitment, selection and employment practice of career starters. The majority of companies ensure the

acquisition of practical experiences with the performance of a simpler task, while in the other cases filtering happens at the time of entrance trying to select the more talented candidates. The transition from school to work gets „telescoped” which is advantageous for both the career starters and the enterprises.

Nevertheless companies in many ways apply different practices during the defining of selection criteria. There are companies where the role of personal impression is dominant, and there are others where the applicants have to go through a multistep selection procedure. There are cases where the employees’ competences are managed less consciously and there are others where they are more conscious. The most important expectations towards career starters are competences related to learning, independent work performance, problem solving, and team work and communication skills. In order to select from many applicants who have similar qualifications, during the recruitment of career starters the companies decide based upon personal skills, taking into account that successful work performance is not ensured by high level professional skills in itself anymore. Also in this field there is a quick development of technology which significantly reshape competence expectations ensuring success.

In the *Portraits of Companies* section our Readers can find a really inspiring interview with *Dr Attila Simon, CEO of Herend Porcelain Manufactory Ltd.* From his thoughts let me quote the followings on change management: “...there are so many people who consider change management to be something negative. They think the company is in trouble that is why change management is needed. I think a company always needs change management if its market position significantly differs from the optimal business environment. So the most important task of the management is to map the optimal business position in which the company can operate and its sustainable growth can be guaranteed. First we need to map the optimal strategic operation environment, which includes stable increasing market demand and a non-substitutable product with high selling price. So if there are no competitors and there is continuous demand for our product, we can reach a high sale price. Furthermore, the optimal business environment includes the decrease of work-related taxes, predictable long-term tax policy, the flexibility of employment regulations, supporting energy politics, strong competition of suppliers so we can push down supplier prices, low raw material prices, low inflation, cheap bank and financial resources, easily accessible government subsidies, increasing quality of vocational education, strong employee motivation, high creativity, loyalty and the ability of intensive innovation. If all this is present, the company operates in an optimal business environment, and the management could relax as everything is ideal. However, we constantly have to examine

how our company differs from the previously mentioned optimal operation environment.” In sum, change management in our era of turbulence is not an exceptional problem solving but a continuous monitoring of the operational optimum. For me that is the most significant message of the interview.

And last in the *Young Researchers’ Section* we can study the complex relationship between leadership attitude, financial performance and business success. The research paper of the team of Milan Nikolić, Jelena Vukonjanski, László Szabó, Milena Nedeljković and Edit Terek on *Relationship between leadership and financial performances: transition conditions* explores that in Serbia – but in a broader context certainly in all Eastern European countries - transactional leadership is more frequently present than transformational leadership. Transformational and transactional leadership are polar opposites when it comes to the underlying theories of management and motivation. Transactional leadership styles are more concerned with maintaining the normal flow of operations, while a transformational leader goes beyond managing day-to-day operations and crafts strategies for taking his company, department or work team to the next level of performance and success. Both leadership styles are however needed for guiding an organization to success. As the title posits: different management styles are best suited to different situations. There are no universal responses to the questions in our corporate world.

Well, Dear Reader, let us study and think over the messages of this issue. Hopefully, it will be an exciting journey.

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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. Among others he taught at the College for Foreign Trades; at the Ecole Supérieure de Commerce d’Angers and between 2004 and 2009 he was Head of Institute of Business Studies at the University of Szeged. In 2011 he

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Zoltán Veres 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 is a member of the research group of the European Network for Project Marketing and Systems Selling, Lyon; Advisory Board member of Academy of World Business, Marketing and Management Development, Perth (Australia); member of Comité Científico del Academia Europea de Dirección y Economía de la Empresa (Spain); Advisory Board member of the Nepalese Academy of Management; member of Board of Supervision at Association for Marketing Education and Research, Hungary; Advisory Board member of McMillan & Baneth Management Consulting Agency, Hungary and consultant of Consact Quality Management Ltd., Hungary.

He has more than 200 scientific publications, including the books of *Introduction to Market Research*, *Foundations of Services Marketing* and *Nonbusiness Marketing*. He has been editor of series to Academy Publishing House (Wolters Kluwer Group), Budapest. Besides Zoltán Veres has been editorial board member of the journals *Revista Internacional de Marketing Público y No Lucrativo* (Spain), *Вестник Красноярского государственного аграрного университета* (Krasnoyarsk, Russian Federation), *Tér-Gazdaság-Ember and Marketing & Menedzsment* (Hungary); member of *Journal of Global Strategic Management*, Advisory Board and Review Committee; member of *Asian Journal of Business Research*, Editorial Review Board.