

MARGARETHE ÜBERWIMMER
ROBERT FÜREDER
MICHAEL SCHMIDTHALER
MARKUS VORDERWINKLER

BOOKLET OF ABSTRACTS

CCBC 2020

CROSS-CULTURAL BUSINESS CONFERENCE 2020

14th May 2020

School of Business and Management, Steyr
Global Sales and Marketing

Intercultural or International Perspectives in

- » Global Business and Export Management
- » Marketing, Sales and Service Management
- » Higher Education Research, Teaching and Learning
- » Innovation and Entrepreneurship
- » Human Resource Management

www.fh-ooe.at/gsm
www.global-business.at



UNIVERSITY
OF APPLIED SCIENCES
UPPER AUSTRIA

The booklet of abstracts is a short version of the
"Proceedings of the Cross-Cultural Business Conference 2020".

Margarethe Überwimmer, Robert Füreder, Michael Schmidthaler, Markus Vorderwinkler
Cross-Cultural Business Conference 2020 - Proceedings
Shaker Verlag.
ISBN 978-3-8440-7301-0

This e-book can be downloaded at the Website of Shaker Verlag, that holds the copyright on
the publication.

<http://>

TABLE OF CONTENTS

<i>Keynote speaker</i>	9
HR Challenges in a Global Company. Exemplified by a discussion on values Franz Hubmer	9
Sales in Transformation. An OEM's strategy in a changing sales world Gerd Liebig	9
<i>Session A: Intercultural or International Perspectives in Global Business and Export Management</i>	11
Value profiles of generational and organizational culture of Ukrainian multinational companies' personnel Tetyana Blyznyuk, Tetyana Lepeyko	12
Motivating Entrepreneurial Activity: The Impact of Human Capital and Corruption – A Regional Approach Charles Bryant	23
Empowering Customers through Education-based Videos in E-Commerce Ladislava Knihová	37
Networking and Entrepreneurial Orientation in Internationalization of small-and medium sized enterprises: A two case study of Ostrobothnia company in Finland Rosmeriany Nahan-Suomela	49
The role of human capital in the Russian competitiveness improvement in the world Ekatarina Novikova	61
Determinants of underpricing of IPOs in the infrastructure sector in India Abhishek Sinha	73
Facilitating Business Transfers by an international Matchmaking-Platform. Potentials, Restraints and Experiences from the ENTER-transfer project Sophie Wiesinger, Alexandra Fratric, Margarethe Überwimmer	97

Chinese enterprises' CSR deployment under the Belt and Road Initiative – A new multinationalizing paradigm	106
Zhongxiu Zhao, Jingmin Wang, Xianze Yu, Yanyan Ju	
<i>Session B: Intercultural or International Perspectives in Marketing, Sales and Service Management</i>	120
Service innovation across borders: Challenges and potentials of service innovation collaboration in Upper Austria and South Bohemia	121
Alexandra Fratrič, Michael Schmidthaler, Margarethe Überwimmer, Robert Füreder	
Priorities when looking for servitization in the mechanical engineering industry	129
Patrick Großpörtl, Ulrich Seiler, Margarethe Überwimmer	
Digital Transformation in B2B Sales – differences and best practices in three different European countries	141
Stefan Wengler, Margarethe Überwimmer, Pia Hautamäki, Gabriele Hildmann, Ulrich Vossebein, Robert Füreder	
<i>Session C: Intercultural or International Perspectives in Higher Education Research, Teaching and Learning</i>	150
Futureproof: 21st century skills of IB graduates as international bridge builders in the region	151
Peter de Boer, Mariska van der Giessen	
Coaching approach in higher education	162
Gabriela Kormancova	
Educating Future Managers for a Culturally Diverse Workspace: Using Course as a Living Laboratory	169
Darko Pantelic, Emilia Florin Samuelsson	
Marketing research of international cooperation of a faculty as a motive for students' choice of the institution	182
Tomislav Sudarevic, Aleksandar Grubor, Nikola Milicevic, Nenad Djokic	
Research on the Relationship between Students' Final Grade and Online Learning Behavior in Blended Learning Model: Taking “Business Ethics and CSR” course as an Example	190
Jingmin Wang, Yujie Che	

How do culture and EI relate to business students' career decision making beliefs: a cross-cultural study	205
Andreas Zehetner, Tetyana Lepeyko, Christian Stadlmann, Tetyana Blyznyuk	
<i>Session D: Intercultural or International Perspectives in Innovation and Entrepreneurship</i>	218
The future of a shared economy in the economic system	219
Lukáš Blažek	
Entrepreneurial Risks in the Age of Digitalization: Evidence from Russia	233
Yulia Sergeevna Sizova, Liubov Nikolaevna Orlova, Andrei Borisovitch Ilin	
Session E: Intercultural or International Perspectives in Human Resource Management	245
Can Ethical Leadership Reduce Deviant Workplace Behavior? -- An Analysis Based on Localization Scale	246
Yabin Bian	
Artificial intelligence in personnel selection and its influence on employer attractiveness	261
Stephan Weinert, Elmar Günther, Edith Rüger-Muck, Gerhard Raab	
Financial incentives and quality of decision making.	274
Levent Yilmaz, Rita Hörmann	
<i>Young Scientists: Young Researchers present their research</i>	282
The impact of Salespersons' Cultural Intelligence on their listening and communication skills: an explanatory model	283
Nadine Fischer	
Blockchaining the Industry	284
Nikolaus Nenning	
Index of Authors	286

Not all pages are shown in this preview.

Value profiles of generational and organizational culture of Ukrainian multinational companies' personnel

Tetyana Blyznyuk, Tetyana Lepeyko

Simon Kuznets Kharkiv National University of Economics, Ukraine

ABSTRACT

A methodological approach to the development of a cultural value profile at different cultural levels has been developed. These are the following levels: national (national features of personnel management and readiness of staff for cross-cultural interaction), generational (generational features of personnel management of each generation, which has representatives in the staff of a multinational company) and organizational (characteristics of organizational culture, most peculiar to the relevant level of the company's development). These approaches are based on a modified methodological approach to values assessment and analysis in the structure of values of the individual or a group of individuals as representatives of the appropriate level of culture, determining the dominant values of an individual or group of individuals as representing the appropriate level of culture. Based on the results of the determined dominant values, a cultural profile is constructed. Practical recommendations are developed to manage the representatives of this level of culture, taking into account their profile, if they represent the cultural level of the staff of MNCs. Based on the proposed approaches to building a value profile at different cultural levels, using a modified methodological approach to valuation, cultural value profiles of three Ukrainian generations (baby boomers, X and Y) and the structure of terminal and instrumental values of these generations were compared. It has been proved that it is impossible to create a profile of national Ukrainian culture. The results of questioning of national culture representatives include simultaneously three Ukrainian generations with different value profiles. Therefore, there is a lack of relationships consistency between categories of values, which is the main cause of conflict between generations. Based on the proposed approach, value profiles of organizational culture in two universities (S. Kuznets KhNUE and KhNURE) which have multinational characteristics were constructed.

Motivating Entrepreneurial Activity: The Impact of Human Capital and Corruption – A Regional Approach

Charles Bryant

Florida Institute of Technology, United States of America

ABSTRACT

Since the time of Schumpeter, entrepreneurship has been strongly associated with positive economic development. His primary contribution stems from his core theory that “entrepreneurship is the engine of national economic growth.” But not all entrepreneurship creates a positive impact on the economy (Bryant and Javalgi 2016). Thus, it is important to develop a more complete understanding the type of business climate that leads entrepreneurial activity to foster economic growth. Often, in an effort to create an entrepreneurial core, regional governments and policy makers’ open the treasuries and invest in an infrastructure that is destined to fail due to the lack of an institutional system that is required to make it successful. In the end, capital has been wasted and the drive to build an entrepreneurial climate diminishes.

This paper will delve into specific regional institutions and how they impact the functioning of an entrepreneurial climate. Specifically, we delve into the role of human capital (HC) and corruption (CPI) in developing the type of entrepreneurial climate that leads to economic growth. Using multiple linear regression and data gathered from the Global Entrepreneurship Monitor (GEM), the World Bank, and various NGO data sites, this paper aims to conduct an empirical investigation of the impact of human capital (HC) and corruption (CPI) on the overall level of entrepreneurial activity (TEA), and follows this by further studying the impact of these antecedent factors on the disaggregated levels of total entrepreneurial activity; opportunity-motivated entrepreneurial activity (OME), and necessity-motivated entrepreneurial activity (NME).

We expect to find that increasing levels of human capital will be positively associated with increasing levels of entrepreneurial activity. We also expect that the level of corruption will be negatively associated with overall levels entrepreneurial activity.

Empowering Customers through Education-based Videos in E-Commerce

Ladislava Knihová

VSFS University of Finance and Administration, Czech Republic

ABSTRACT

Digital marketing is a fascinating discipline. It is getting matured before our eyes and surprises us every day as it is expanding fast into various sub-disciplines. Video marketing is one of them. The objective of this paper is to examine the different marketing functions of video promotion with a special focus on the e-commerce environment. There, it traditionally served customer education, focusing exclusively on products and their features. However, the current practice demonstrates that marketing managers have quickly realized the potentials of content marketing in general, and education-based content specifically. As a result, they started to prepare video sessions designed to educate their customers in the whole context of their products and brands, not just explaining a product and its features. They acknowledge video marketing as an indispensable part of their marketing strategies. While processing the data of prominent e-shops from the Czech Republic and Austria, examples of video sales promotion and branding in the e-commerce environment have been analysed both from the viewpoint of their content focus and added value to customers. Though video as a marketing tool enjoys huge popularity worldwide, the comparative analysis proved a much higher interest in video promotion of the Czech e-retailer than in the case of the Austrian counterpart. Based on the research results, managerial implications and recommendations have been drawn, and areas for closer collaboration between e-retailers and specialized video marketing agencies suggested. The study is concluded by proposals for further research to close the gap between marketing theory and current dynamics in video marketing practice.

Networking and Entrepreneurial Orientation in Internationalization of small-and medium sized enterprises: A two case study of Ostrobothnia company in Finland

Rosmeriany Nahan-Suomela

Novia University of Applied Sciences, Finland

ABSTRACT

The objective of this paper is to gain an increased understanding of how networking and entrepreneurial orientations facilitate internationalization of small and medium-sized enterprises (SMEs). This study is a qualitative research and the research is drawn upon findings of a sample of two SMEs located in Ostrobothnia, Finland. A qualitative data is gathered through personal interview with managers of the enterprises. The study has shown importance of networking and entrepreneurial orientations for understanding internationalization pattern of small and medium size enterprises. My findings suggest that in order to be successful in international markets enterprises need to consider components of entrepreneurial orientations which are reflected by the two case enterprises in their internationalization. Furthermore, success of the enterprises depends largely on the ability of the companies to relate entrepreneurial orientation and networking in facilitating internationalization of the companies.

The role of human capital in the Russian competitiveness improvement in the world

Ekatarina Novikova

Plekhanov University of Economics, Russian Federation

ABSTRACT

The aim of this research paper is the identification of human capital role in the sustainable economic development of any country in the changing world. This paper includes the overview of general current trends in the world, influencing on further development of countries and its competitiveness level to each other. Based on the literature review the role of human capital has been outlined and its involvement in different rankings has been studied. The target of this paper is the understanding of development track for the Russian economy through reforms in human capital area with attraction of investments, efficient cooperation with trade partners and sustainable policy of a government. As a result, several rankings have been analyzed and required proposals for the Russian economy have been revealed.

Determinants of underpricing of IPOs in the infrastructure sector in India

Abhishek Sinha

Vignana Jyothi Institute Of Management (VJIM), India

ABSTRACT

Purpose

For India to attract global investment it is imperative that it improves its infrastructure. The infrastructural development on the other hand is hinged on equity investment. The paper aims to examine the determinants of underpricing of Initial Public Offers (IPOs) in infrastructure sector in India and suggest ways to reduce it.

Design/methodology/approach

Data from 2004 to 2015 (a period of 11 years) of 178 listed infrastructure companies in India are collected and transformed into normal data using robust BoxCox Transformation. Underpricing is dependent variable, and 23 variables pertaining to fundamental factors, macroeconomic factors and IPO issues related variables are grouped using principal component analysis and then step wise regression is run to effectively identify determinants of underpricing of IPO.

Findings

There are 5 groups comprising 10 variables that have been identified as the determinants of underpricing. The five groups include Macro Economic Drivers, Size related drivers, Market-related Sector-specific Drivers, Face Value and Nifty Returns

Originality/value

The IPO underpricing determinants for the infrastructure sector in India are investigated, and a comprehensive model based on 23 explanatory variables is tested on 178 companies to find the drivers of underpricing in Indian infrastructure sector companies in a period of 11 years. Reduction of underpricing implies higher supply and demand of quality infrastructure IPOs in India.

Facilitating Business Transfers by an international Matchmaking-Platform. Potentials, Restraints and Experiences from the ENTER-transfer project

Sophie Wiesinger, Alexandra Fratric, Margarethe Überwimmer

University of Applied Sciences Upper Austria, Austria

ABSTRACT

Even though almost half a million companies in Europe are transferred every year, only 30% of family-owned businesses manage to complete this process successfully. Therefore, a matchmaking platform to facilitate national and transnational business succession was developed as a part of the Interreg ENTER-transfer project (Interreg Central Europe, CE 1158). In this article, the authors present the platform, its planned functionalities, as well as feedback which was collected from future users and public authorities. To ensure maximal functionality of the platform and the fulfillment of stakeholders' needs, qualitative interviews with public authorities and an additional 23 interviews with potential users from Austria, Croatia, Czech Republic, Slovakia, and Poland were conducted. Based on the data collected, the authors identified the prerequisites, motivations, essential infrastructure, cooperation possibilities, problematic elements, and specific consulting requirements necessary to develop and implement successful business ownership transfer. The analysis of the information gathered during the interviews as well as practical implications stemming from the data and its effect on the platform development will be presented in this article.

Chinese enterprises' CSR deployment under the Belt and Road Initiative – A new multinationalizing paradigm¹

Zhongxiu Zhao¹, Jingmin Wang¹, Xianze Yu¹, Yanyan Ju²

1: Shandong University of Finance and Economics, People's Republic of China

2: Shandong Institute of Commerce and Technology, People's Republic of China

ABSTRACT

The Belt and Road Initiative promoted more Chinese enterprises for multinational investment and development in the Belt and Road countries. Differing from the old story of multinationalization, the Initiative requires the enterprises to take Corporate Social Responsibility (CSR) the same priority as pursuing profit in the very beginning – the principle of achieving shared growth through discussion and collaboration consolidates the cooperation foundation. This differentiation could signify a new multinationalizing paradigm. In purpose of revealing this paradigm, the authors are going to construct a G-CAGE Framework. This paper will demonstrate that: (1) Chinese enterprises in the Belt and Road countries take CSR as prime consideration. (2) The enterprise's responsibility should differ along cultural, administrative, geographic, economic and green development distances. (3) Chinese enterprises are the main body for establishing new development paradigm among the Belt and Road countries, and taking CSR strategically is the right way to achieve that.

Service innovation across borders: Challenges and potentials of service innovation collaboration in Upper Austria and South Bohemia

Alexandra Fratrič, Michael Schmidthaler, Margarethe Überwimmer, Robert Füreder

University of Applied Sciences Upper Austria, Austria

ABSTRACT

In an increasingly globalized and competitive environment, it is essential that geographical regions pool available resources and create synergies in service innovation management in order to sustain an innovative edge. Collaborative innovation management entails substantial synergies, especially for connected regions. However, existing potentials of such a cross-border innovation collaboration system have hitherto been exploited only partially. In order to overcome several challenges, two regions, Upper Austria and South Bohemia investigated novel paths of innovation collaboration through the European Union research project SIP-SME aiming at supporting innovation processes mainly in Austrian and Czech SMEs. To this end, qualitative interviews with local innovation experts were conducted in order to assess the current situation with regard to innovation capacities and barriers in the Upper Austrian and South Bohemian region. Based on the data collected during the in-depth interviews, the authors analysed and identified potentials and challenges in the two regions, which affect the cross-border knowledge creation environment. Despite being neighbouring regions with almost non-existent physical borders, significant differences in the current state of the innovation climate in Upper Austria and South Bohemia were determined. The most significant barriers hindering the cross-border innovation collaboration activities between the South Bohemian and Upper Austrian regions were identified as the lack of trust and financial resources, language barriers, absence of personnel with skills and experience, the inability to identify suitable cooperation partners, and a low degree of awareness about the benefits of cross-border innovation collaboration. The findings of this paper are relevant for future design and creation of a borderless region and joint policymaking in Austria and the Czech Republic.

Priorities when looking for servitization in the mechanical engineering industry

Patrick Großpötl, Ulrich Seiler, Margarethe Überwimmer

University of Applied Sciences Upper Austria, Austria

ABSTRACT

Purpose

The necessity of a holistic framework for Servitization and the discussion and classification of the associated measures for the development of a Servitization strategy to expand the business areas in mechanical engineering is implicit. This is particularly relevant as servitization must take into account both business models (BM) and organizational change. This paper, therefore, sets out to investigate crucial measures, to implement a servitization strategy, ranked by their importance of implementation.

Design/Methodology/approach

The design of the research is twofold, consisting of a data gathering and data analysis step. While the first-mentioned was carried out through systematic literature research, the second part focused on analysing gathered information, including ranking the conclusions drawn. This was achieved through the Analytical Hierarchy Process (AHP). AHP is one of the most comprehensive frameworks that is seen as decision making for several criteria. The method makes it possible to consider the problem both quantitatively and qualitatively.

Findings

This paper suggests that at the beginning of the process of servitization, the focus has to be set on a major change in the *mindset of the workforce* and the *organizational culture* to succeed with the Servitization model. Besides, *significant investments* must be made in *infrastructure* and *resources* to enable services at all. *Defining the services* offered is of mediocre importance. *Adapting existing processes* away from a product-centric view towards a service-oriented view is, in this case, indispensable, but not of the highest relevance. Evidently, the *evaluation of services* is of less importance during the implementation of servitization.

Research limitations

Since the paper is primarily based on literature research and subsequent analytical comparison through the AHP, further research is necessary to extend and validate the framework and measures found.

Practical implications

The paper tackles a business problem which importance will continue to increase in the next years, as there will be a need to develop existing strategies towards more service-centric business models: Differentiating oneself from competition and expanding the range of services and products contributes significantly to the long-term survival of companies which is driven by growth and sustainability.

Keywords – service science, implementation, servitization, priority, AHP, business model

Digital Transformation in B2B Sales – differences and best practices in three different European countries

*Stefan Wengler¹, Margarethe Überwimmer², Pia Hautamäki³,
Gabriele Hildmann⁴, Ulrich Vossebein⁵, Robert Füreder²*

*1: Hof University, Germany 2: University of Applied Sciences Upper Austria, Austria;
3: Tampere University of Applied Sciences (TAMK), Finland; 4: KAIROS GmbH, Germany;
5: Technische Hochschule Mittelhessen, Germany*

ABSTRACT

There has been an increasing discussion around B2B sales and the need for its digital transformation as it may strongly accelerate company's performance. Because sales is an essential element of business growth, it is important to study B2B sales and the level of digital transformation on a country-specific level. For this purpose, we studied the role of digital transformation in three different countries from the sales organization's perspective. Our qualitative preliminary findings show that the European Union's classifications on digitalization of European countries do not correlate with the companies' digital transformation of their sales operations in these countries.

Keywords: B2B Sales, Digitalization, Digital transformation

Futureproof: 21st century skills of IB graduates as international bridge builders in the region

Peter de Boer, Mariska van der Giessen

NHL Stenden University of Applied Sciences, The Netherlands

ABSTRACT

In recent decades the global job market has been impacted by internationalization, fast-paced technological advancements, innovation and consumers' increasing awareness of sustainability. This development has led to the need for more complex job positions and qualified staff to fill these in order to meet the challenges faced in the business world. Higher education has also been significantly affected by the consequences of this trend as it is tasked with delivering future-proof graduates that can confidently contribute to the global economy. Since September 2018 Dutch universities of applied sciences have introduced a new setup in International Business (IB) programmes (BBA) with a much stronger emphasis on transferrable or twenty-first century skills than in former business programmes. The new orientation of study programmes illustrates that traditional knowledge is believed to quickly expire. The first part of this study was to identify the needs and wishes of internationally operating companies in Northern Netherlands regarding IB graduates' skills. Secondly, the aim of this study was to determine whether a match exists between IB lecturers' perspectives – those who shaping the curricula – and views of regional company managers. To gain a thorough understanding of the company perspectives a total of 30 regional companies were involved in this research. Additionally, 48 lecturers from three participating universities of applied sciences shared their views on the importance they attach to specific skills. The results suggest that both respondent groups are generally positive about the programmatic shift in emphasis towards twenty-first century skills and agree on the relative importance of communication skills and the ability to cooperate. However, no clear match can be observed between several specific skills, which indicates concerted efforts are needed to better align both respondent groups' perspectives as the IB graduates could serve as international bridge builders for companies in the region.

Coaching Approach in Higher Education

Gabriela Kormancova

Matej Bel University, Faculty of Economics, Slovak Republic

ABSTRACT

The findings from number of different researches conducted among number of employers showed the need for a change in the current educational methods used by higher educational institutions. Traditional methods do not seem to be satisfactory for students in the process of reality understanding, evaluating the huge amount of data, making the decisions and take the responsibility for their behaviour. In this paper, we will present the main outcomes of the national research project where we propose to implement some aspects of coaching in educational process. This includes the ways to develop critical thinking of students. The new form of teaching in educational process in higher education and the improvement of university teachers' educational competencies are considered as the main project benefits, which will influence uni-versity graduates who will be able thinking critically. This enables them to contribute considerably to the good results in various organisations and to increase their employment chances. During the observation in the classes (as the first phase of our project) we found out that the majority of students struggled to asks questions. The main aim of this paper was to identify the reasons why surveyed students are afraid to ask question and actively participate in seminars.

Educating Future Managers for a Culturally Diverse Workspace: Using Course as a Living Laboratory

Darko Pantelic, Emilia Florin Samuelsson

Jönköping International Business School, Sweden

ABSTRACT

Society is increasingly becoming multicultural, with more pressure to improve the quality of intercultural interactions. Higher education institutions are experiencing internationalization through increased mobility of students and faculty, which creates the need to manage diversity with the imperative of smoothing communication, reducing stress and making studying and working in a multicultural environment more efficient. Employers also dictate a need to educate culturally competent professionals, who are capable of succeeding in a globalized environment characterized by increased workforce mobility and international assignments. Intercultural competences discourse has a long track with researchers and practitioners, without any agreement on its definition or measurement, but with a clear message that cultural diversity will not result in increased intercultural competences. In this paper, intercultural competences are viewed as a transversal learning outcome, considering the increasing internationalization of higher education institutions. The research is qualitative in nature, based on the analysis of course evaluations and an open-ended survey. This study used a purposeful sample of current and former students who have been exposed to a diverse intercultural environment while studying at an international business school in Sweden. Based on the findings, a course design is suggested where exposure to cultural diversity is guided and facilitated by bringing students to collaborate in an assignment-driven context, with a culturally diverse group composition. Lecture-based components of the course are balanced with the addition of a component of self-reflection assignment, providing both culturally specific and general knowledge, thus contributing to the ability to extrapolate the experience on future intercultural encounters.

Marketing research of international cooperation of a faculty as a motive for students' choice of the institution¹

Tomislav Sudarevic, Aleksandar Grubor, Nikola Milicevic, Nenad Djokic

University of Novi Sad, Faculty of Economics, Serbia

ABSTRACT

Marketing research is the initial phase of the process of marketing management. It is only after conducting marketing research that has a sense to perform market segmentation, choose the target segments, decide how to be positioned in the mind of customers in order to differ from competition, and to create, implement and control instruments of marketing mix – product, price, place and promotion. The described process should be implemented not only by business related companies, but by non-profit organizations as well, including higher education institutions. Furthermore, the research of customers' motives is of a special importance as a part of customer value research, preceding creation, distribution and communication of that value. Hereby, when it comes to higher education institutions, there is a number of different motives influencing the future students for making their selection. Perception of a certain institution as being successful in international cooperation and as providing good possibility for its students to become a part of international studying community, belong to them. These motives are in the focus of the conducted research. Besides elaboration of previously mentioned theoretical issues, the paper includes the primary research's results regarding the Faculty from the University of Novi Sad, Republic of Serbia. There are more than 400 participants interviewed in 2019 within the research. The listed motives are compared in relation to other motives of a faculty choice and also in the context of respondents' socio-demographic characteristics. Beside descriptive statistics and appropriate tests of relations and differences, the authors implement General Linear Model as well. The results show relatively high significance of the researched motives of higher education institution's choice and the certain socio-demographic profiles of students in connection to giving more significance to certain motives. Therefore, they have managerial relevance for the faculty's future operations.

¹ Authors gracefully acknowledge the financial support from the Ministry of Education, Science and Technological Development of the Republic of Serbia (Project III 46005).

Research on the Relationship between Students' Final Grade and Online Learning Behavior in Blended Learning Model: Taking Business Ethics and CSR course as an Example^{*1}

Jingmin Wang, Yujie Che

Shandong University of Finance and Economics, People's Republic of China

ABSTRACT

Since 2008, traditional lectures have begun to break the wall of universities and brought a completely disruptive change in higher education. The emergence of this change has been led by an open, informal, cooperative, linked, autonomous and self-directed learning model, which is called a massive open online course (MOOC). Then the development of MOOC has further spawned a new disruptive learning model, namely blended learning. Existing research shows that blended teaching is not only widely accepted by college students, but also deeply loved by them. Compared with traditional one, blended learning has changed the teaching and learning relationship, so the learning performance evaluation standard has to be changed as well. Some evaluation systems are no longer competent. By taking a blended course namely Business Ethics and CSR as an example, this paper explores the relationship between students' online learning behavior and their final grade. It was done by tracking their online learning data and on ZhiHuiShu.com (a Chinese online learning platform) for three semesters. This study found that students' online learning behaviors, such as completion rate for watching online videos, chapter test grades after watching the videos, students' usual grades and performances of participating live classes have significant correlation with the students' final examination performances.

¹ This paper is supported by the Research Project of Shandong Education Department "Research on the quality evaluation system of the whole process in the blended learning model"; 2018 Key Education Research project "Research on quality standards and evaluation of online course construction"; Graduate Education Innovation Program of Shandong University of Finance and Economics "Research on the Application of Flipped Classroom Teaching Method in the Reform of Professional English Teaching for Graduates Majoring in Economics and Management".

How do culture and EI relate to business students' career decision making beliefs: a cross-cultural study

*Andreas Zehetner¹, Tetyana Lepeyko², Christian Stadlmann¹,
Tetyana Blyznyuk²*

1:University of Applied Sciences Upper Austria, Austria

2: Simon Kuznets Kharkiv National University of Economics, Ukraine

ABSTRACT

It is a major goal of university education to prepare students for a later career in whatever discipline the students have selected. 'Career' is a development process of work roles or functions a person experiences across his or her work life (Super 1980). Career decision-making is a complex process that involves environmental as well as individual characteristics (Gati et al. 2010). From this perspective, culture as an externally determined variable and emotional intelligence as personal trait appear to be promising variables in the career decision-making processes of students (Di Fabio and Kenny 2011). This study informs about the effects of culture and emotional intelligence on students' career decision-making self-efficacy. Business students in two countries (Ukraine and Austria) with different educational and cultural conditions were the subjects of the analysis. Trait emotional intelligence (EI) (Petrides, Pita, and Kokkinaki 2007) and cultural background along Hofstede's (2011) dimensional model were used to explain variation in career-decision making self-efficacy and its dimensions. To test the hypothesized differences between Austrian and Ukrainian students with respect to their career-decision making self-efficacy, a multivariate analysis of variance (MANOVA) was conducted. Multiple regression analysis was employed to test if trait EI significantly predicted participants' CDSE. Age, gender, and academic performance were used as control variables. Findings reveal that the cultural background of the students as well as trait EI influence students' career decision-making self-efficacy. Students from an individualistic, masculine, low power distance and lower uncertainty avoidance culture (Austria) show higher levels of career-related confidence in planning and organizing their future career than students from a collectivistic, feminine, and high-power distance culture with high levels of uncertainty avoidance (Ukraine). Trait EI has a positive effect on career decision-making self-efficacy in both cultures, with larger effects in Austria. Implications for educators in various cultural environments are discussed.

The future of a shared economy in the economic System

Lukáš Blažek

VSFS University of Finance and Administration, Czech Republic

ABSTRACT

Shared economy (SE) is a current means of changing society, especially its socio-economic environment. The paper deals with the areas and functions for changing the contemporary economy. The starting point of the research is the current "state of the world", where its development is going, where it will go in the near future, what it needs and what are the sustainable goals for society. Everything in the context of the "needs" of man, his expectations of today's world and the degree of personal responsibility of each citizen. To reduce the drawdown of most limited resources, the SE principles can be applied to a wider economic space and its ideas applied not only to the market environment. SE is a new economic model and trading system and needs to be addressed in detail in the academic environment.

The idea of a shared economy is undoubtedly interesting. But behind the words of a better planet, communities, and responsibility, some of the biggest companies growing out of this idea have turned into corporations that often only deal with quick profit and stock market entry. So is SE a new economic miracle and phenomenon?

As SE is closely linked to the digital economy, all sectors will be affected to a certain extent by this trend. Everything therefore has an impact on business and commerce, especially in the realization of innovations, that is, in the innovation of existing business models of companies. SE therefore serves its customers in a new, different way. Otherwise, they do their business and organize their activities. The phenomenon of sharing in conjunction with new technologies is transforming the demands of people and businesses into more and more areas of the economy.

The paper presents the pros and cons of the SE in the economy with a possible prediction and a proposal for future development with the assumption of possible regulation that will fundamentally influence this area.

Entrepreneurial Risks in the Age of Digitalization: Evidence from Russia

*Yulia Sergeevna Sizova¹, Liubov Nikolaevna Orlova²,
Andrei Borisovitch Ilin³*

1: Plekhanov University of Economics, Russian Federation

2: Financial University under the Government of the Russian Federation

3: Bauman Moscow State Technical University, Russian Federation

ABSTRACT

Digital transformation in entrepreneurship is increasingly gaining momentum. Entrepreneurship philosophy defines how we perceive digitalization: either as technology or as a new model of doing business. Global business development strategies depend on this. At present, business is moving towards the use of digital technologies, moving from traditional business processes to the Internet of things, to the use of other forms of ownership, interactive methods of negotiation and transaction making. State and municipal administration is also included in the digitalization process. The introduction of "state as a platform" technology is being debated a lot, and the employees' labor functions will have to be consigned to key performance indicators (KPIs).

This study suggests the discussion not only the opportunities but also risks and threats of digitalization, with prospects of neutralizing the latter. In the course of digitalization entrepreneurial risks are becoming increasingly uncertain. On the one hand, digital technologies mean to be a platform for innovation and enterprise development, on the other - lead to monopolization of the market, global changes in all economic relations. For example, the promising direction of automation and optimization of business processes in industrial entrepreneurship is the creation of a "Digital Twin of Organisation," in the hospitality industry - attracting clients through digital techniques.

Stability and security have been replaced by uncertainty and rapidly changing conditions. The entrepreneur is forced to adjust to modern environment and be flexible. Therefore, the risk factors of digitalization include lack of competent personnel who understand business transformation, limited terms of transformation, conservatism.

The VUCA philosophy in the context of instability, uncertainty, complexity and ambiguity, is the direction of overcoming the risks and uncertainties of digitalization.

The competencies of entrepreneurs and employees, who form the intellectual platform of the digital economy, play an important role in these processes. Professional competencies contributing to the development of entrepreneurship in the digital economy in general do not replace those in the market economy, as well as those of the digital entrepreneur are inseparable from those of the traditional business.

The aim of the current research is to examine the entrepreneurship development peculiarities (especially small and medium-sized businesses) in Russia and its digital transformation potential in terms of external threats managing and entrepreneurial risks reducing.

In this regard, the study of the authors is aimed at identifying the abilities of first-time and prospective entrepreneurs to transform business mentality, arguments reflecting a positive and critical attitude to business transformation. The results of the study show that future specialists are ready to transform and

adjust to digital progress. However, there are factors that require changes in digitalization (high costs of robotics, substitution of true digitalization with false, cybercrime, lack of digital culture, and etc.). Thus, the development of digital culture is a key factor in digital transformation of market players. The transition to innovation-based growth stands upon the following basic conditions: innovation economy infrastructure creation, use of available competitive advantages and intellectual resources.

Can Ethical Leadership Reduce Workplace Deviant Behavior? – An Analysis Based on Localization Scale

Yabin Bian

Shandong University of Finance and Economics, People's Republic of China

ABSTRACT

Workplace Deviant Behavior of employees is harmful to the interests of other members and the organization. In order to reduce such behavior, the study aims to explore the influence mechanism of ethical leadership on Workplace Deviant Behavior by introducing the organizational ethical climate as a mediator variable and examine the role of its each dimension. Based on the Chinese context, researchers revised the three scales of ethical leadership, organizational ethical climate and Workplace Deviant Behavior to form the localized analysis tools. A sample survey including 528 employees from different types of enterprises and subsequent empirical analysis was conducted according to these localized scales. The results indicate that: Ethical leadership can significantly inhibit the occurrence of Workplace Deviant Behavior; Two dimensions of ethical climate of self-interest and rules completely mediate the inhibitory effect of ethical leadership on the interpersonal deviance; However, between the ethical leadership and organizational deviance, all the three dimensions of the organizational ethical climate play a partly intermediary role.

Keywords: Ethical Leadership, Organizational Ethical Climate, Workplace Deviant Behavior, Organization Performance

Artificial intelligence in personnel selection and its influence on employer attractiveness

Stephan Weinert, Elmar Günther, Edith Rürger-Muck, Gerhard Raab

Ludwigshafen University of Business and Society, Germany

ABSTRACT

Attracting and retaining talented employees has become one of the most pressing challenges for companies in their struggle for achieving and sustaining competitive advantage. Personnel assessment and personnel selection plays an important role in this context. On the one hand, its methods can help, to distinguish between suitable applicants and less suitable ones. On the other hand, personnel assessment and selection affects the perceived attractiveness of the employer. Therefore, it is closely related to employer branding.

In the course of digitization, artificial intelligence is now increasingly used in personnel attraction and selection. New instruments are being introduced. For example, computer-aided speech recognition can allegedly be used to generate personality profiles of applicants. However, the scientific debate on this topic seems to lag far behind the marketing of corresponding instruments. From a scientific point of view, it is questionable not only whether such instruments are prognostically valid, but also whether they are accepted by applicants.

Within the framework of an experimental study, two important questions are thus investigated: What effect do job advertisements have on the perceived attractiveness of an employer if the use of computer-aided speech recognition for personnel selection is explicitly pointed out? To what extent is the relationship between job advertisements with and without reference to speech recognition on the attractiveness of employers moderated by technology acceptance, country-specific differences and qualification? Answers to these questions will enhance our understanding of applicant reactions to selection procedures. In addition, they provide important information for the practice of human resource management in the context of employer branding.

Keywords: employer branding, employer attractiveness, artificial intelligence

Financial incentives and quality of decision making

Levent Yilmaz¹, Rita Hörmann²

1: Turkish-German University, Turkey;

2: University of Innsbruck, Austria

ABSTRACT

This paper analyses the performance-dependent payoffs and quality of decision-making. We focus on the question how incentive payments may influence individual's behavior when we provide a decision making process in which individuals are rewarded or punished depending on their performance in the process. To analyze this question we have used an experimental beauty contest game (Nagel, 1995) as an instrument in our research since it resembles a suitable tool for analyzing subjects' depth of reasoning and quality of decision-making. We conduct laboratory experiments at the University of Innsbruck. Subjects are randomly selected into different treatment groups. We have calculated six different measures of quality of decision making and analyzed subjects' depth of reasoning. Results show that the use of performance-dependent payoffs cannot be considered as an appropriate tool to improve quality of decision-making. On the contrary, performance-dependent payoffs do not lead to improvements in decision-making compare to control group where we do not provide any performance related payment. Using performance-dependent payoffs as rewards or punishments influence the depth of reasoning in the same way as it affects in the control group. Additionally, we observed that subjects have tried to manipulate team mates in order to gain financial advantages in this environment.

The impact of Salespersons' Cultural Intelligence on their listening and communication skills: an explanatory model

Nadine Fischer

MRM, Université de Montpellier, France

ABSTRACT

In today's global business context, employees must be aware of cultural differences to overcome problems and misunderstandings from working with clients and colleagues from different cultural backgrounds.

The sales field is particularly affected by this intercultural challenge. The relational dimension is becoming essential and forces salespersons to create relationships with buyers and also colleagues from different cultural backgrounds. But the question remains how companies can evaluate if a person is able to work efficiently in an intercultural context.

In scientific research, a concept has been introduced to evaluate a person's abilities and skills to adapt and interact effectively in an intercultural context: the concept of Cultural Intelligence. This concept has been used especially in HR or International Management research to evaluate the general intercultural effectiveness of expatriates for example in different contexts. But to date, it remains unclear to what extent this concept could explain variances in some sales-specific skills like listening or communication skills. It is interesting to look at this concept in the sales field because it could be used to explain differences in sales productivity in an intercultural context. Therefore, this communication proposes a model to measure the impact of Cultural Intelligence on several sales skills.

The proposed model shows the expected relationships of the four different dimensions of Cultural Intelligence (metacognitive, cognitive, behavioral and motivational) on listening or communication skills of salespeople and, in a second step, on sales performance.

In conclusion, this communication aims to contribute to knowledge about intercultural sales. Besides interesting insights for scholars about the possible interest of the concept of Cultural Intelligence in a sales context, it intends to help companies to better select and train their intercultural salespeople.

Blockchaining the Industry. How a New Technology Impacts Traditional B2B and B2C Services.

Nikolaus Nenning

University of Applied Sciences Upper Austria, Austria

ABSTRACT

Blockchain is one of the most promising fintech-trends these days. Beside the use-case as the “pickax of the digital gold rush of the 21st century”, the technology is now spreading widely over many more branches, especially in the energy sector.

By design there is no need for trust between the agreeing parties. A decentralized structure empowers customers to become equal peers among other consumers and producers or service providers. Taking this disruption potential into account, newly occurring business models on blockchain technology could abandon traditional ones, contradicting the principles of human trade for thousands of years.

The empirical research was conducted as a quantitative survey among 228 participants, researching their knowledge of blockchain technology and investigating the readiness of customers to start using blockchain adoptions beyond Bitcoin. The impact of blockchain on customer loyalty and marketing is displayed by the example of private solar power trading. Although the customers’ knowledge of blockchain technology is found to be very basic, a majority would start to use blockchain applications even without technological background knowledge. Further diffusion of blockchain technology will not only a combination of factors, such as customer knowledge, customers’ perceived readiness and the technological design benefits, but mainly depends on the business idea behind a blockchain use-case.

Index of Authors

Bian, Yabin	246
Blažek, Lukáš	219
Blyznyuk, Tetyana	12, 205
Bryant, Charles	23
Che, Yujie	190
de Boer, Peter	151
Djokic, Nenad	182
Fischer, Nadine	283
Florin Samuelsson, Emilia	169
Fratrič, Alexandra	97, 121
Füreder, Robert	121, 141
Großpötl, Partrick	129
Günther, Elmar	261
Hautamäki, Pia	141
Hildmann, Gabriele	141
Hörmann, Rita	274
Ilin, Andrei Borisovitch	233
Ju, Yanyan	106
Knihová, Ladislava	37
Kormancova, Gabriela	162
Lepeyko, Tetyana	12, 205
Milicevic, Nikola	182
Nahan-Suomela, Rosmeriany	49
Nenning, Nikolaus	284
Novikova, Ekaterina	61
Orlova, Liubov Nikolaevna	233
Pantelic, Darko	169
Raab, Gerhard	261
Rüger-Muck, Edith	261
Schmidthaler, Michael	121
Seiler, Ulrich	129
Sinha, Abhishek	73
Sizova, Yulia Sergeevna	233
Stadlmann, Christian	205
Sudarevic, Tomislav	182

Überwimmer, Margarethe	97, 121, 129, 141
van der Giesse, Mariska	151
Vossebein, Ulrich	141
Wang, Jingmin	106, 190
Weinert, Stephan	261
Wengler, Stefan	141
Wiesinger, Sophie	97
Yilmaz, Levent	274
Yu, Xianze	106
Zehetner, Andreas	205
Zhao, Zhongxiu	106