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# **Book of Abstracts**

# **GiLE 4 Youth International Conference '21**

**The Development of Competencies for Employability**



**Journal of Skills Development  
2021**

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## **Book of Abstracts**

G4Y '21 International Conference '21,

The Development of Competencies for Employability

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## Book of Abstracts

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# GiLE4Youth '21 Book of Abstract

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# Communication Competences

A photograph of two women in light blue lab coats sitting and talking. The woman on the left is gesturing with her hands. The image is overlaid with a green text box on the left and a GILE logo on the bottom right. There are also decorative blue circles and a purple arc in the top left corner.

**TOPIC 1:  
COMMUNICATION  
COMPETENCIES**

**Technology is driving all of us towards new ways of communicating. Which is why training and experience in this area can improve human capital and close gaps in understanding.**



# Building efficient communication skills in a corporate setting

**Tamari Dolidze**  
BSMA, Georgia

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## Abstract

This talk emphasizes the importance of finding one's voice, of being able to express one's ideas in a corporate setting. Feeling underskilled in written communication is often associated with frustration born of the lack of opportunity to communicate. Business communication relies on expressions of voice, from individual to collective. Finding a personal voice, and learning to listen to others, is part of learning to communicate for efficient result-oriented collaboration.

Building personal attitudes toward writing is able to influence the outcomes of professional written communication. This interactive presentation is aimed to help participants improve their writing skills and positive attitude as a part of personal and corporate success strategy.

**Keywords:** communication, corporate, effective, workplace



# Coaching Communication Competencies in the Workplace

**Gabriella Kovács**

International Language Coaching Association (ILCA), Hungary

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## **Abstract**

This workshop addresses what language and communication coaching encompasses and uncovers its practical aspect: how applying a coaching approach can support the employee mindset when using a target language. This will be explored through presentation of processes, a case study and short activities aimed at increasing efficiency and decreasing stress when preparing for an interview, meeting or presentation at the workplace.

Attendees will see how coaching can create a partnership-based process to support goals and advocate the opportunity for learners to make decisions for themselves taking into account their specific language learning /communication needs, interests and expectations.

Language coaching reduces learner stress, clarifies and focuses thoughts learners may not voice otherwise, increases motivation, confidence and can save time and energy and allow for the building of strategies and planning skills in a learner-led process. Through co-creation it enhances increased awareness around cognitive and emotional processes in a positive learning environment open to critical thinking.

The speaker will discuss in detail how coaching can support and enrich the learning processes of language learners who are starting out in the world of work and how it can contribute to their professional development.

**Keywords:** awareness, coaching, communication, language, learning,

## Communication problems and solutions faced by college students entering the workplace

**Chenhe Ge**

Óbuda University, Hungary

**Linfei Ma**

Óbuda University, Hungary

**Yameng Xue**

Óbuda University, Hungary

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### **Abstract**

Communication is an extremely important part of the workplace, and effective communication is one of the necessary skills for interpersonal communication and modern enterprise management. For college students who have initially entered the workplace, how to convey information and whether to achieve actionable results are important skills for communication and cooperation with colleagues and superiors. It is the premise and foundation of decision making, a tool for unifying thoughts and actions, the key to establishing good interpersonal relationships, and an important cornerstone for achieving harmonious development of the enterprise. In this paper, we take college students who are starting to work as the research object, and find that the problems include not only the lack of communication awareness and atmosphere, the clarity of information conveyance, but also such factors as employee's personality, education level, different professions, etc. By tracing the above communication problems, this paper proposes corresponding communication management countermeasures based on the relationship between supply and demand.

**Keywords:** college students, communication, employment, workplace

# Emotional Intelligence in International Business Communication

Aleksei Kivenko

Óbuda University, Hungary

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## Abstract

Currently, company employees work in a very dynamic and diverse environment. Since globalization and emotional intelligence (EI) is currently a very relevant topic, it seems necessary to analyze and study the extent to which globalization and EI affect employees working in multinational companies. Despite the fact that the participants in international communication adhere to the same rules and regulations, national and cultural characteristics can be very significant in business relations. Knowledge of these features and sufficient possession of the EI can serve as a kind of guide, a guide to the possible behavior of partners.

The customs of communication and ethics, the traditions that exist in every country and every nation, are not some kind of "frozen" formations. The relevance of the topic lies in the fact that these customs and traditions are changing, developing and enriching, and the communication process itself is characterized by a rational balance of national and international elements that influence business communication and negotiations.

In the course of the research, theoretical research methods will be applied: synthesis, analysis, concretization, as well as empirical research methods: interviewing and polling.

**Keywords:** business, communication, EI, international

## Hate speech toward youngsters in online media

**Husam Rajab**

Budapest University of Technology and Economics, Hungary

**Noémie Gennar**

Young Folks LV., Riga, Latvia

**Vlad Denysiuk**

Young Folks LV., Riga, Latvia

**Nadīna Ozoliņa-Mennika**

Youth center in Salacgrīva, Latvia

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### Abstract

The 21st century has come and is ahead of us, presenting fast changes in people's ways to interact while witnessing massive progress in media and communication. Generation Z, born in 1995, was now part of our societies' young workers forces when the internet was already well installed. Their progeny, the alpha generation (born after 2010), is part of an ultra-connected world, their parents' lives documented from early birth. In 2020, when the Mondial pandemic started spreading, it became a worldwide urge and needed to communicate online. To confront the massive societal transformations, education may be getting late raising voices about those virtual relationships and interactions. How does hate speech appear and spread in those conditions? Where to set boundaries when the "ghost is in the wire" and may remain anonymous? Who should we turn to, who is responsible for social media? What are the consequences of mental health? Eventually, which solutions can we, youth workers, implement to support youngsters and prevent hate speech from raising? Those are the questions we wish to investigate.

**Keywords:** education, hate speech, online media, transformations, youngsters

## Identifying cultural values in a Hungarian secondary school: the communicative competence connection

Ildikó Furka

Budapest University of Technology and Economics, Hungary

---

### Abstract

No-one can succeed in a globalized world without communicating successfully, yet the communication process might often be thwarted by underlying value systems of participants. An exploratory case study (Creswell, 2007) was carried out to explore the regular dissatisfaction between teachers and students in a state secondary school in Budapest, Hungary. It set out to collect and analyze situations where expectations were 'off', as well as to highlight the possible sources of misunderstandings or problematic forms of behaviour within the framework of cultural value orientation theory (Hofstede, Hofstede & Minkov, 2010; Trompenaars & Hampden-Turner, 1998; Hall, 1976; Furka, 2013). Data collection involved the triangulation of information from questionnaires filled in by students (aged 14-18) and teachers, as well as interviews with students and individual teachers. Data analysis applied the constant comparative method of Grounded Theory (Glaser & Strauss, 1967; Creswell, 2007) for the interviews, and general statistical procedures for the questionnaires. Results suggest that differences in power distance and uncertainty avoidance in the participants' value systems might account for the dissatisfaction. It is proposed that raising awareness of value differences reflected in communicative behaviour can lead to a willingness to reinterpret intentions and to enhance communication skills and competencies.

**Keywords:** cultural value orientation, Hungarian education, intercultural communicative competence, roles and responsibilities of students and teachers

# Internationalization in higher education

**Jonathan van Melle**

Avans University of Applied Science, Netherlands

---

## **Abstract**

Is your school ready to prepare students for the reality of a globalising work field and world? How do you know the answer to this question?

In the case study “critical factors in internationalising HE institutes” it is your chance to shine and to learn. Through this case study you will get the opportunity to advice a real international business school how it could further internationalise its programme so that its students can successfully function as citizens and professionals in a globalising world. Ready to shine? Advice the international business school based on successful internationalisation practices that your organisation currently applies. Ready to learn? Use the advices from participants during this case study to help your own organisation to further develop its internationalisation practices.

**Keywords:** internationalisation, intercultural competence, intercultural sensitivity

# Interpersonal communication patterns for greatness, love and high-performing teams

**Christian Délez**

European C-IQ Collective, Switzerland

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## **Abstract**

This is an immersive experience-based workshop/talk about friendship and love using The Core Protocols. We will practice the 11 Core Commitments and the 11 Core Protocols. We will experiment with protocols like Check-In, Investigate, Decider, Ask for Help, Perfection Game and Protocol Check. If possible, we will work in small groups.

Teams, groups of people practicing The Core Protocols tend to have relationships towards friendship, passion and love. It is teams and groups you want to be part of or you want to create one. Individuals grow up and evolve as well as help others. They are more conscious of their stage of development, the stage of others and the impact on the group and its environment. In these groups, the interpersonal interactions between the 'I' (the individual) form a Great 'WE' with unique characteristics and a magical whole.

The Core Protocols are based on more than 30 years of practical experience by Jim and Michele McCarthy with hundreds of teams and thousands of people.

**Keywords:** communication, friendship, interaction, love, patterns

# Make your voice heard and tune your ear for a global orchestra

**Katrin Lichterfeld**

Germany

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## **Abstract**

Many people still think that sounding like a native speaker together with correct grammar and perfect vocabulary are the main elements of successful international communication. There have been countless situations when people did not speak up because they feared that their noticeable accent features could be considered as a low level of expertise and that this could result into social, educational and professional disadvantages or even discrimination? How is English mostly used by international communication partners and what information about them is available? Who is responsible for misunderstandings or communication breakdown?

Based on secondary analysis of researchers in the areas of (business) English as a lingua franca and sociolinguistics, the relationship between accent and authenticity as well as identity and intelligibility will be clarified. Moreover, developing a (B)ELF mindset will not only raise awareness but also challenge certain attitudes, beliefs and intercultural appropriateness. Despite the close relationship between language and culture and its huge impact on constructing our self and the other, accent prejudice and linguistic racism have often been neglected and should be added to the map of diversity and inclusion being crucial for our sense of belonging and wellbeing.

**Keywords:** accent, culture, identity, mindset, prejudice



## **“Pan-European soft skills curriculum for undergraduate veterinary education” project (SoftVets) focusing on communication skills**

**Míra Mándoki**

University of Veterinary Medicine, Hungary

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### **Abstract**

The goal of this project is to create a framework that will enable veterinary students with skills to cope with challenges imposed on them by the ever-changing world. Skill acquisition and development are essential for the performance and modernization of the veterinary profession.

Although a wide range of life skills exists to cover all aspects of modern-day challenges SoftVets project focuses on three sections: communication, entrepreneurial and digital skills. The project team developed a set of recommendations for these learning outcomes in life skills.

When aiming for such changes one should not only convince the students but involve the teachers and even train them to be able to include life skills in their teaching. So, the aim of our teacher training activities (TTA) was to introduce the teachers to SoftVets project and raise awareness of these new challenges and expectations of the veterinary education. The interested teachers travelled to the partner universities to get a deeper insight in teaching communication.

Our hypothesis was that teacher training will increase the implementation and integration of soft skills at each institution. The TTA support the overall long-term goal that soft skills training should be performed at all European veterinary schools.

**Keywords:** communication, life skills, teacher training

## On the road to critical, creative, enterprising children

**Paul Delnooz**

Innovative Academie, Netherlands

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### **Abstract**

When children are 5 years old, they are creative, critical, enterprising. When they are 8 years old half of these capabilities has disappeared. And the older we get, the more these capabilities keep disappearing! What's the cause? Even more important: what's the solution?

**Keywords:** emancipation, performance, school, learn, teach

# Universality, Multipurpose and Interdisciplinarity of Foreign Languages Major Skillset: Survey Study

**Rusudan Makhachashvili**

Borys grinchenko Kyiv University, Ukraine

**Ivan Semenist**

Borys grinchenko Kyiv University, Ukraine

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## Abstract

Transformative shifts in the knowledge economy of the XXI century, Industry 4.0 development and elaboration of networked society, emergency digitization due to quarantine measures has imposed pressing revisions onto job market demands of Liberal Arts university graduates' skillsets, upon entering the workforce. This, in turn, stipulates reevaluation of the comprehensive professional competences perceived by stakeholders of Foreign Languages programs.

The study aims to critically review the applied case and best practices of Borys Grinchenko Kyiv University (Ukraine) in development of multipurpose orientation, universality and interdisciplinarity of skillsets for students of European (French, Italian, Spanish, English, German) and Oriental (Mandarin Chinese, Japanese) Languages major programs. The survey analysis is applied for in-depth diagnostics of professional competence and projected employability of in-training linguistic specialists. The investigation seeks to identify various groups of applied skills, digital skills, and interdisciplinary soft skills, customized for up-to-date Foreign language university programs. The survey sample consists of 447 respondents across 4 years (Freshman to Senior) of the Bachelor's programs in European and Oriental languages.

The study findings disclose: assessment of skills, crucial for successful professional development overall; systematization and assessment of skills, enhanced by higher philological education; evaluation of a philologist training universality/versatility by stakeholders; estimation of a philologist training interdisciplinarity by stakeholders; core professional values a linguistic education can help actualize; social spheres estimated most accommodating or lucrative for a foreign languages education skillset; employment options and projected career paths for a foreign linguist in Ukraine; estimated needs and avenues of upskilling or retraining by Foreign Languages majors to meet dynamic job market requirements.

**Keywords:** universal skills, inter-disciplinary skills, digital skills, multipurpose, linguistic training, survey

# Working from home in 2020 - Lessons learned and how to leverage these learnings going forward as emerging leaders and a remote office workforce

**Ute Franzen-Washke**  
University of Chester, UK

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## Abstract

This paper crystallises some of the data that has been collected and presented in various contemporary articles on the challenges organisations and office workers have faced while working from home (WFH). What Bernstein, Blunden, Brodsky, Sohn and Waber call the largest experiment in history has already produced first sets of data around how productive the workforce was in their home offices, and how happy or unhappy employees were while working from home. Productivity and employee happiness have always been focal points in the discussion about working from home. Before the pandemic hit, one of the biggest fears in many organisations was that WFH would have negative impacts on employee productivity, and employees were likewise sceptical about how one could separate private and working life in a healthy manner while working from home. Reflecting on the data collected through the lens of a practitioner, who has coached and worked with many leaders and office workers since the Pandemic began, and concluding with recommendations for how relationship management, motivation and communication might need to be adapted and refined to ensure continued productivity and satisfaction in a remote or hybrid work environment, are within the scope of this paper.

**Keywords:** communication, leading, motivation, relationships, WFH

## You want to be a Fierce Trainer?

**Bob Dignen**

York Associates, United Kingdom

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### **Abstract**

Fierce Trainer is an exciting new trainer certification programme based on the hugely successful Fierce Conversations, a book from American CEO Susan Scott. The programme familiarizes trainers with the philosophy and practical tools of Fierce Conversations – the Beachball Meeting, the Decision Tree, Confront and the Coaching Conversation, all of which will help professional clients to communicate with greater impact at work and in personal life.

In this interactive presentation, Bob Dignen will explore the philosophy, objectives and principles of a Fierce conversation, taking time to highlight one of Susan Scott's core communication models, the Coaching Conversation, designed to support professionals looking to discover solutions to the tough challenges they are facing. The end of the session will outline how trainers can certify themselves in Fierce Trainer, and gain an accreditation from Fierce Inc in soft skills and management training.

**Keywords:** coaching, conversation, fierce, teacher, training

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# Character Building



**TOPIC 2:  
CHARACTER  
BUILDING**

**Character building can enable individuals to achieve more in life, in every respect! Stronger characters make better leaders, too.**

**GiLE**  
Global Institute for Leadership Education

# Analysis of gap between competencies developed by higher education and required by employers in Hungary

**Eszter Bogdányi**

University of Pannonia, Hungary

**Gabriella Cserhádi**

University of Pannonia, Hungary

**Krisztina Dabronaki-Priszinger**

University of Pannonia, Hungary

---

## Abstract

Several research focusing on education and competency-management (Tran, 2018; Herbert et al., 2020) refer to a „skill gap” between the acquired skills of graduated students and workforce skills required by the industry. The current Hungarian higher-educational system and regulations are not fully supporting the competency-based view of education. According to employers and reports of future work competencies (WEF, 2020) higher education programs are supposed to meet the requirements of work skills connecting to personal qualities of students. Therefore, the character building of graduates needs to be emphasized by universities. The aim of the research is to analyze the required skills of Human Resource Management graduate students from various aspects: from the point of view of the higher education training and outcome requirements defined by Ministry of National Resources; from the perspective of employers, and from to angle looking at future competency expectations. In order to reveal and compare these different aspects document-analysis and focus-group interviews were carried out, and case study method was applied in order to represent the outcome of the research. Our study indicates that competency-based educational programs need to focus on development of personality and essential skills parallel in order to provide professionals fit to employers’ expectations and future trends.

**Keywords:** character building, competency-based higher education, workforce skills

# Beliefs and Attitudes that Influence Learning: A Mind, Brain, and Education Perspective

André Hedlund

PUCPR, Brasil

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## Abstract

Mind, Brain, and Education (MBE) is a transdisciplinary area that joins neuroscience, psychology, and education to inform teaching practice and educational policy with research that can be translated into applicable and reflective tenets and principles of how students learn more effectively. It is well established in the MBE literature that what leads students to success are not only cognitive abilities but also beliefs and attitudes towards learning, which forms a complex and multifaceted human endeavor. This study has conducted a thorough literature review on the contributions of MBE concerning these beliefs and attitudes and attempted to summarize them into a useful guide that might help students reflect on their academic achievement throughout life. Four essential elements were analyzed and discussed, namely: Self-Efficacy, Mindset, Metacognition, and Neuroplasticity. It is argued that these concepts are of paramount importance to anyone who wishes to accomplish both academic and career goals and they are aligned with the notion of lifelong learning.

**Keywords:** academic achievement, grit, growth mindset, learning outcomes, science of learning



# Developing and Emotional Intelligence Roadmap for Leaders

**Edoardo Binda Zane**

EBZ Coaching online, Germany

---

## Abstract

Being emotionally intelligent means taking an active role in managing how much influence our emotions have on our life. Taking from Fredrickson's broaden-and-build theory, being emotionally intelligent means reducing the strain our brain is under, liberating resources to focus, learn and relate more personally to others. With respect to leadership, relating personally and deeply to others in the team means developing a network of trusted companions who support each other even under uncertainty pressure. In terms of available means to develop emotional intelligence, however, it is often the case that key information is either in superficial online resources aimed at quick scrolling, or in scientific and academic pieces of work that are difficult to translate in daily practices. This work proposes to fill that gap, offering a science-based method for leaders to develop emotional intelligence skills, rooted in academic research but not theoretical. It offers instead science-based methods, tools and exercises to quickly gain skills and abilities as a leader. This roadmap is structured in four areas: self-awareness, self-regulation, other-awareness and interaction. For each one it offers both a theoretical scientific approach and a set of tools and exercises to develop and refine skills in practice.

**Keywords:** emotional intelligence, leadership, new managers, emotional quotient, leadership skills

# Improving University Students' Attitudes to Cooperation through the Application of the Portfolio Method at an English for Specific Purposes Course: Results of a Questionnaire Study

**Mátyás Bánhegyi**

Budapest Business School University of Applied Sciences, Hungary

**Balázs Fajt**

Budapest Business School University of Applied Sciences, Hungary

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## Abstract

Employers' expectations are that fresh graduates should be equipped with the skills necessary for working in groups and teams, i.e. cooperation skills. In the Hungarian higher education context, foreign language learning is carried out primarily through group activities, thus English for Specific Purposes (ESP) courses serve as a natural setting for the improvement of cooperation skills. At Budapest Business School's Faculty of Finance and Accountancy, some ESP courses aim to develop students' cooperation skills with the help of the portfolio method through tasks to be completed in groups. This paper, in addition to providing an account of the way our empirical research sought to make students' attitudes to cooperation measurable, describes whether it was possible to achieve improvement in our students' attitude to cooperation through the applied portfolio tasks. The paper first presents the theoretical background: it focuses on the concepts of "team" and "skill", as well as the cognitive and non-cognitive sub-skills enabling successful implementation of team cooperation. Then the paper introduces our own questionnaire used for measuring cooperation and describes the results of our empirical study. The data reveal that, in its current form, the portfolio method only moderately improves students' attitude to cooperation and only modestly develops cooperation skills in teams.

**Keywords:** cooperation skills, English for Specific Purposes, higher education, portfolio method, soft skills

# Managing Learner Stress and Anxiety in an ESL Classroom

Shweta Paropkari

Keshav Memorial Institute of Technology, India

---

## Abstract

In Indian context, achieving native level competence in English language is considered as imperative for success and a mark of social standing. As a result, ESL Classrooms can and have been a source of stress and anxiety for learners; stress of having to master a language, stress of coping with other learners, stress arising from feelings of incompetence, stress of being monitored, stress of having to perform well and the resultant anxiety. These issues when left unrecognized or unchecked can severely hinder learner development and lead to negative outcomes, the least of which would be poor academic achievement. Thus, the need for ESL trainers/trainers to understand how best to deal with stress and anxiety in their classrooms.

This study aims to

1. understand the reasons behind stress and anxiety in Indian ESL learners by using a combination of modified Foreign Language Classroom Anxiety Scale, classroom behavioural observations and one-to-one interviews with two sets of pre-selected learners.
2. suggest methodologies and classroom strategies which ESL teachers/trainers can adopt to help learners cope with stress and anxiety brought on by language learning.

**Keywords:** anxiety, classroom, ESL, stress

# Relationship among ethics, trust and success in knowledge-oriented organizations

Cynthia Daoud

University of Pannonia, Hungary

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## Abstract

**Purpose:** The purpose of the research is to explore the relationship among ethics, trust, and success in knowledge-oriented organizations. In this context, the study evaluates the impact of ethics on success and the role of trust in promoting success to define and elaborate the relationship between trust, ethics, and success in the knowledge-oriented organizations.

**Design/methodology/approach –** This paper attempts to study the effect of ethics on the process of knowledge management. A conceptual model based on literature review has been developed to measure this problem.

**Findings –** Results confirm that an employee is willing to communicate and engage with his or her colleagues, which would further contribute to the exchange of knowledge with others he or she trusts. Therefore, Knowledge Management is a critical factor in the trust in the relationship between the provider of information and the receiver in an organization.

**Originality/value –** This paper examines the importance trust in organizations and how behaviour of the employees can affect in promoting it.

**Keywords:** culture, ethics, knowledge management, knowledge transfer, organizational trust

# Sport, mega-events and volunteers - A once in a lifetime experience and opportunity

**Norbert Grizbacher**

Corvinus University of Budapest, Hungary

**Ákos Varga**

Corvinus University of Budapest, Hungary

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## Abstract

Large scale events have the potential to serve as vital instruments for today's economy as several industries are heavily dependent on their success. The topic of event volunteering is getting increased attention recently as the unpaid work of volunteers proves to be invaluable in relieving the managerial burdens in the ever-growing event industry. Hence, understanding the motives behind volunteering is a critical part of the event management process. The aim of this study is to examine the "once in a lifetime" aspect of event volunteering by using implicit (IAT) and explicit measures (survey). Our findings indicate that the unique event experience has two sides; firstly, it works as a tourist magnet, secondly all visitors are responsible for co-creating the special atmosphere. Event volunteers may act as a producer and a consumer at the same time as they volunteer primarily to be part of the event meanwhile as frontline employees, they have a strong influence on the service (event) experience. As a result, volunteering at mega-events offers an opportunity in a unique setting for networking, feeling valued and acquiring essential job-specific skills all while being producer and consumer of the event experience at the same time.

**Keywords:** character building, leisure, mega-events, neuromarketing, volunteering

# Studying time management of young generations

**Bence Ferenc Balázs**

University of Pannónia, Faculty of Business Administration, Hungary

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## **Abstract**

Nowadays, due to the impacts of the digital trends and globalisation, we live in a fast-paced and stressful world where it is getting more difficult for us to maintain the balance between our work and private life, moreover we have less and less time for recreation and relaxation. The rush and the compulsion to conform have an impact on our mental health and exercise psychological pressure on us, therefore, the role of time management will become increasingly important. This study looks at the main trends that affect time management from a theoretical perspective. Using primary data collection methods, I examine the time management of the young generations, and I look at whether they use digital time management application tools to optimise their time and how consciously they deal with time management. As a method of data analysis, I apply statistical indicators related to frequency distribution, cross tabulation techniques and correlation analysis in order to get a deeper understanding of the time management trends of young generations and in order to explore possible deficiencies, issues and the factors that should be improved.

**Keywords:** consciousness, young generation, success, time management, time management method,

# The relationship between CSR and culture in achieving primary stakeholders' satisfaction an empirical study applied on the same multinational companies operating in both Lebanon and Hungary

**Mohamad Ali Saleh Saleh**

University of Pannonia, Hungary

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## Abstract

Since 2006 the number of multinational companies in Hungary and Lebanon is continuously growing due to the financial climate and support, the creativity of entrepreneurial ideas, and the desire for self-actualization. Meanwhile, besides profitability and high standard quality business, primary stakeholders have started to play a massive role in sustainable business models. Yet, only a few studies examined corporate social responsibility's influence on primary stakeholders' satisfaction in Multinational companies based on cultural variations. Moreover, most CSR theories and methods of applying social responsibility in firms are focused on multinational companies since their characteristics are so different from newly created firms. Retolaza et al. (2009) stated that however multinationals aim to establish new jobs and improve the development of different territories, corporate social responsibility and sustainability are not the main focus of their business strategy. On the contrary, Kechiche and Soparnot (2012) declared that MNCs create a more informal working environment for their primary stakeholders; therefore, these Multinational firms are more likely to develop implicit CSR attitudes, not just formal principles.

This research aims to explore the relationship between CSR and culture as one of the soft competencies of corporate social responsibility in achieving primary stakeholders' satisfaction based on Hofstede six cultural dimensions by comparing the same MNCs' operating in Lebanon and Hungary.

**Keywords:** corporate social responsibility, culture, multinational companies, primary stakeholders, satisfaction, soft competency

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# Digital Competences



**TOPIC 3:  
DIGITAL  
COMPETENCIES**

Digital competencies are essential for learning, work and active participation in society. The ability to make use of digital tools needs to be underpinned by digital literacy.

**GiLE**  
Gulf Institute for Leadership & Excellence



# 21st Century Digital Marketing Positions Require 21st Century Skills

Ildikó Kovács

Budapest Business School, Hungary

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## Abstract

Labour markets are under pressure from the combined effects of several megatrends, globalization, digitalization and the rapid change of employee generations. In digital marketing, basic soft skills are increasingly becoming more valued by employers and are relevant factors affecting employability; on the other hand, business graduate students need to develop appropriate skills to succeed in their career and to have a right balance of skills.

The research summarizes the outcomes to a review of managerial and academic literature in the transferable skills development field focused on digital marketing positions. Moreover, the study explores the gap between the most relevant digital marketing employability skillset and the perceptions of graduate university students based on the analytics of previous managerial quantitative research and the findings of the current research.

**Keywords:** digital marketing, graduate students, employability, 21st century skills,

# Designing virtual/hybrid events: What comes before choosing relevant Digital facilitation tools?

**Karin Ovari**

European C-IQ Collective, Scotland

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## **Abstract**

In the 'in-person' realm, design focused on People, Process and Tools; in the 'in-person-virtual' realm, we have shifted to People, Tools, Process. Designing for event/workshop and meetings should always focus on the audience first; this has not changed. However, what has changed are the tools we use and the mechanics of delivery. There is less room for 'winging' it. What is required is a more considered approach for the virtual realm. Digital facilitation allows participants to engage with one another during a workshop and before and after. This way, each participant becomes an active change agent instead of a passive bystander.

**Keywords:** collaboration, digital design, digital facilitation, howspace, in-person-virtual

# Enhancing the students' digital competencies and ICT tools use by introducing the Employability module within the University of Europe skills-based curricula

**Christina Muzzu**

University of Europe, Germany

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## Abstract

The onset of coronavirus has catalyzed an acceleration in the adoption of digital teaching practices that have been trending in Higher Education for years. The most obvious of these has been the abrupt switch to online training. Given the speed at which this transition from in-person instruction took place, many instructors' natural first inclination has been to maintain teaching styles as similar as possible to those employed in person, including the traditional lecture format.

However, a growing body of research is confirming what instructors across the educational spectrum are observing: namely, that student behaviour and psychological effect, participation levels and attention span, and learning outcomes online can vary widely from those demonstrated in traditional classroom settings. It is becoming increasingly clear that conditions such as "Zoom fatigue" are very real, and that, if teaching is to be effective, different methodologies based on digital learning experiences should be added to educators' repertoires that take the particular challenges and new opportunities of an online environment into consideration.

This paper will examine how some of these new online-based methodologies and digital tools are being developed and introduced at the University of Europe within undergraduate students' Employability module. The module spans three semesters; here the authors will focus on methodologies employed in the first semester Employability: 21st-century skills and second semester Employability: Soft Skills components.

**Keywords:** critical thinking skills, digital skills, employability, Higher Education, online teaching methodology, soft skills

# Implementation and management of E-learning in university virtual teams: effects on students' motivation and new methods to support the learning process

**Margherita Cardella**

Hochschule Fresenius University of Applied Sciences Germany, Italy

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## Abstract

The paper analyzes the growing phenomenon of E-learning in Higher Education virtual teams focused on its implementation and management. Thanks to the development of digital teaching tools, E-learning is growing in popularity thus becoming an innovative tool which allows students to learn and perform well and consequently to achieve better outcomes. Educational organizations are switching to the implementation of E-learning systems to support the traditional learning process or to completely replace it with a wholly online environment. Nowadays, more and more students use technological tools during their learning process and they tend to prefer them to traditional materials, which results in new learning opportunities. The paper also focuses on students' motivation and on the effect of E-learning on it with a focus on the crucial role played by teachers, as well as by some emerging education experts such as personal coaches and mentors. The research includes a survey carried out on 141 Italian and German university students based on the effectiveness of E-learning, satisfaction and well-being of students in the E-learning environment. It has shown the relationship between students and E-learning systems, the factors which influence their motivation level and their approach to some emerging methods. The research shows that learners feel more involved and achieve better final results in an E-learning system.

**Keywords:** E-learning systems, higher education management, motivation, online learning environment, virtual teams management

# Influence of the Industry 4.0 concept to the digital competencies

**Eszter Németh**

University of Pannonia, Hungary

**Károly Szép**

University of Pannonia, Hungary

**Kornél Németh**

University of Pannonia, Hungary

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## Abstract

The term called Industry 4.0 is an umbrella-concept which has several elements from latest technical trends. However thus far only technical aspects have been investigated thoroughly, despite their well-known, strong influence on the economy and society. This study addresses the interactions, dependencies and correlations between certain areas of social existence, changing expectations regarding human competencies to keep the role in economic sectors and technological innovation. The role of the human factor on the society is unquestionable as we are approaching to understand why industrial revolutions have appeared. At the bottom it is always human concerns that are stimulating the change and it is human / social aspects that are heavily influenced by the same changes. As the industry 4.0 concept shall have influence not just on the condition of manufacturing products but also on the habits of consuming “products”, the governments, research institutes and education systems organization have a key role in how to manage the massive wave of change. We believe it should be deeper analyzed and understood as it might cause a new complex terminology for techno-social change, which eventually would feed into better efficiency in achieving economic goals.

**Keywords:** digital competency, economic development, education

# Switching from physical to virtual learning-teaching: challenges and opportunities

Mushtakhusen Mujawar

ICFAI Business School, IFHE, Hyderabad, India

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## Abstract:

Virtual/online teaching for faculty member like me was like a cultural shock that took some time to get used to. We couldn't wait to get things right and start the physical classes but had to switch to online learning-teaching with limited or no such experience. Maybe a class of fewer than 25 learners could have been easy to handle but there are some classes including mine where the strength is 70 plus. Hence, we faced some manageable challenges while switching from physical classrooms to online classrooms and came up with the solutions in no time.

In this article, I am going to share the challenges that my colleagues and I faced and the way to handle the situations and make our sessions interactive, engaging, and enjoyable. It will also cover the digital competencies that our students developed in an online learning-teaching environment that led to enhance our students' employability skills. I will share the experience of all the courses of different programs like MBA, BBA, and BA that I have been handling since March 2020.

**Keywords:** action plan, challenges, digital competencies, employability skills, online learning-teaching

# Use of alternative assessments in everyday classroom practices: An experience sharing from an online EFL class

**Afroza Akhter Tina**

Daffodil International University, Bangladesh

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## Abstract

This presentation focuses on assessing everyday classroom lessons with two interactive and alternative techniques to informally measure learners' understanding of the course contents. The study is a shift from face to face to online assessment of the learners which is a significant feedback for the teacher as well. Two activities intended for alternative assessment will be demonstrated here through 'Individual Assessment Cards' and 'progressive I-Can Statements' which help reduce the pressure on teachers and allow the learners to express their opinions after the completion of a lesson/task. These alternative assessments engage learners more effectively in the lessons and are reflections of what they have learned from a particular lesson. The tools can document their learning and concentrate on professional development on the part of teachers. One of the main objectives is to focus on learner strategies which include obtaining, storing, retrieving, and using language in appropriate ways. The first one will show the use of 'I-can Statements' to promote learner confidence in writing and 'individual assessment cards' have been used to get instant feedback. The tools/strategies actively involve students in the learning process by creating opportunities for them to state what they perceive they are able to do.

**Keywords:** alternative assessments, assessment cards, instant feedback I-can statements, learning outcomes, learner strategies

# Why Digital Skills Seems Like Cheating

Christopher Yukna

Ecole des Mines Saint Etienne, France

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## Abstract

Obviously, answering test questions by copying and pasting answers from the internet is horrifying to academia but not as easy as it looks if you ask the right questions. However, the acquisition of digital skills is our future. Like mastering the art of Google Fu Which basically involves things like learning advanced search engine techniques, from nickwords (the opposite of keywords) to SE operators; the art of communicating via multimedia, social networks, powerpoints, video games etc to point of even compiling your own Class textbook in pdf; how to copy and paste an entire connected dot plagiarized argument, sort of like mashing in music, to produce something entirely original; testing your hypothesis in cyberspace. Since in thousands of laboratories for centuries, researchers have conducted and recorded experiments the one you need to prove or refute your idea probably already exists. These simple numeric techniques enhance the learning experience, add chaos to the classroom, and make the role of a teacher quasi impossible :-)

Student Capital and Lifetime Teacher Learning take on whole new meanings under this paradigm shift. Indeed, communicating with a student in Pakistan in Urdu via translating sites is not fluent but much better output than a rank beginner. Learning how to connect to an almost infinite library makes everyone very close to a polymath or an idiot savant. Paint a self-portrait, with some algorithms and filters, can be done almost every second, and the fine-tuning leaves you with what you imagined. Create your own symphony from your laptop. These examples are game breakers. But how on Earth can a teacher cope with so many ideas and abilities available for all sorts of directions, in a room filled with students who are in effect cyborgs?

**Keywords:** Google Fu, Nickwords, Connected dot plagiarism, Virtual experimentation, Numeric techniques, Student Capital, Student Cyborgs, Lifetime Teacher Learning



