Responsible Management Education
Corvinus Business School
Corvinus University of Budapest
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The Corvinus Business School at the Corvinus University of Budapest signed the Principles of Responsible Management Education in 2010 and published its Sharing Information on Progress (SIP) reports in early 2013 and 2015 so far. While the Corvinus Business School has been active in many sustainability related issues since the beginning of the 1990’s, the principles of PRME provide structure and additional motivation to our work to carry out our strategic objectives.

Our first two SIP reports covered our achievements of a longer period. Since then, intensive efforts in several sustainability related fields have yielded notable results – showcased in this report. The Corvinus Business School has refined its mission to better reflect its commitment to sustainable development and responsible business conduct in order to demonstrate our commitment to the six principles of PRME.

In addition to steps made within Corvinus Business School, we have become a founding member of the PRME Central and Eastern European Chapter. In this report, first we introduce the school and its organizational efforts towards social responsibility and sustainability. Then we provide an overview of education, research, outreach and infrastructure.

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Renewal of Commitment to PRME – 2017

The mission of Corvinus Business School is to educate responsible business leaders and advance knowledge to promote the progress of global business and society in the Hungarian-speaking world as well as the broader global community.

In May, 2010 the Corvinus Business School at the Corvinus University of Budapest expressed its commitment to the Principles of Responsible Management Education. This was an important step along our journey to realize our mission and to integrate the principles of social responsibility and sustainable development into all of our activities. In 2013 and 2015, we already prepared our Sharing Information on Progress reports and since then continued our work towards our long term objectives.

This report introduces our most important achievements for the years 2015 and 2016 and expresses our continuous commitment to the implementation of the six principles of PRME for the future.

I am proudly presenting this report of Corvinus Business School. Our committed colleagues have made several creative and sensitive steps toward embedding responsibility and sustainability aspects and approaches in all areas of our activities, in all three missions of this higher education institution.

Prof. Zita Zoltay Paprika
Dean
Corvinus Business School
Corvinus University of Budapest
About Corvinus Business School

CBS at a Glance
The Corvinus Business School (CBS) is the largest of the three faculties of Corvinus University of Budapest (CUB). CBS represents 70 percent of students and staff within CUB. Its educational approach is to enable students to become methodologically grounded and sound practitioners with a sensitivity and openness to social challenges.

CBS offers programmes at the bachelor, master and post-graduate levels both in English and Hungarian; PhD programmes in English; and double degree master programmes in German. In the beginning of 2017, as a result of a continuously growing tendency, we registered more than 7200 students.

CBS’s high quality teaching and research and its positions in the national and international rankings ensure the opportunity to choose from amongst the best students. Our partnership agreements with over 100 leading universities and business schools throughout the world enable our students to spend a study abroad semester in practically any country of their choice. In the frame of its bilateral agreements, the Erasmus and PIM programmes, CBS also hosts close to 400 foreign exchange students from over 50 countries each year thereby ensuring an international atmosphere for Hungarian and foreign students alike.

Our Mission and Goals
The mission of CBS is to educate responsible business leaders and advance knowledge to promote the progress of global business and society in the Hungarian-speaking world as well as the broader global community.

This is in harmony with the mission of CUB aiming to maintain an international standard of creating and transmitting values in the form of teaching, research and consulting activities, all in the context of academic freedom and also creating better living conditions, an improved quality of life, and the development of social, economic and environmental conditions.

Corvinus Business School aims to continue to be a leading business school in the region, internationally recognized for excellence in education and research with a special focus on the following fields: responsible leadership, sustainable business practices and global orientation.
**Responsible leadership:** Enriching and developing the knowledge, skills, and values of students to encourage and empower them to become responsible leaders in the future with concern for the planet and people, as well as profit.

**Sustainable business practices:** Researching, developing, and promoting social, financial, and environmental approaches that lead to sustainable businesses and communities.

**Global orientation:** Providing education and research that reflects the fast-changing global environment and the need for global citizens.

### Our Organizational Efforts

Work towards sustainability and responsibility at CBS is coordinated by the **Committee for Responsible Management Education.** Activities at the business school level are also linked to the university level efforts through the **Sustainable Development Committee.** Since 2010 the university has its **Sustainability Strategy.** Steps are also shaped and reinforced by the current **Institutional Development Plan** – i.e. 3-year strategy – of CUB, putting a strong emphasis also on the 3rd mission of the university.

At CBS, its **six institutes** (Institute of Business Economics, Institute for the Development of Enterprises, Institute of Finance, Accounting and Business Law, Institute of Informatics, Institute of Management and Institute of Marketing and Media) are taking the lead in education and research related directly or indirectly to responsibility and sustainability. There are **special research centres** devoted to sustainability and responsibility related topics (e.g. the Regional Centre for Energy Policy Research, the Centre for Business Ethics and the Sustainability Indicators Research Centre, REKK). These are active in research and – especially REKK – also in consultancy with business and governmental entities.

In 2010 we became a **signatory of the Principles of Responsible Management Education**, giving us further momentum to integrate these principles (relating purpose, values, method, research, partnership and dialogue) into our activities promoting sustainability and responsibility.

In April 2016, we were a **founding member of PRME Central and Eastern European Chapter.** This chapter keeps on working on issues especially relevant to the region. CBS is also present at the steering committee of PRME CEE.

**International accreditations** play a major role in our organizational efforts. The BA in Business and Management programme (taught by an international faculty) in English is the first and to date the only business bachelor programme in Hungary awarded with **EPAS** (EFMD Program Accreditation System) international accreditation. CBS’s Executive MBA programme is also, uniquely in Hungary, EPAS accredited. We have a **CFA** accreditation for the MSc in Finance. The **AACSB** and **EQUIS** international institutional
accreditations of CBS are in progress. These also reinforce the school's commitment to responsibility activities: see their transversal topics such as ‘Impact’ and ‘Engagement’ within AACSB, ‘Ethics, Responsibility and Sustainability’ within EQUIS. After piloting the Business School Impact System of EFMD in 2013, CBS provided a progress statement and was awarded with the **BSIS Label** in 2016, among the very first receivers of this certification.

We are also part of the **CEMS Programme**, ranked as 4th in 2015 by the Financial Times ranking. According to student evaluations processed by the central CEMS Office, Corvinus Business School was 2nd best CEMS school (Autumn 2015), number one school regarding elective courses (Autumn 2015) and number one school in skills seminars (Spring 2016).

*Efforts taken in Teaching and Learning; Research; Outreach; and Infrastructure are described in the following chapters.*

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**Teaching and Learning**

**Curriculum**

At Corvinus Business School we have a **long tradition** in covering sustainability and business responsibility with our courses and study programmes **dating back to the 1990-ies**. Currently, we offer an **Environmental Management specialization at the BA level**. Furthermore, we offer a wide range of **mandatory and elective courses in the BA, MA, postgraduate, MBA and PhD studies**, including the international **programmes**. We aim to offer at least one sustainability course to all students at our faculty and embed the challenges and best practices of sustainability in the relevant courses of the field.

During the period of 2015-2016 CBS continued to provide a wide range of sustainability and responsibility related courses at all levels of higher education. We experienced a substantial upswing in the number of students selecting sustainability and responsibility related topics and research questions for their **theses and research papers** for the student scientific conference research competitions.

**Curriculum and professional development** was also inspired by an **international project** in the field of responsibility. **New courses**, such as Responsible Consumer Behaviour were designed and introduced to the curriculum. The following list provides the **major courses** addressing business responsibility and sustainability.
Courses Devoted to Sustainability and Corporate Responsibility

**Bachelor Courses:**
- Business Ethics
- Cases in Sustainable Development
- Corporate Environmental Management
- Corporate Social Responsibility
- Ecology

**Other Bachelor Courses Partially Covering Business and Responsibility Topics:**
- Business Economics
- Business Entrepreneurship
- Business Planning
- Case Studies in Finance
- Consumer Behaviour
- Corporate Financial Planning
- Cultural Tourism
- Decision Techniques

**Master Courses, Full or Partial Coverage:**
- Advanced Environmental Economics
- Alternative Approaches in HR Management
- Attractiveness and Visitor Management
- Business Ethics, Responsible Enterprise
- Consumption Theory and Consumer Behaviour
- Corporate Environmental Management
- Corporate Ethical Conflicts
- Corporate Support of Sustainable Consumption
- Corporate Sustainability and CSR
- CSR Communication

**MBA Course:**
- Corporate Sustainability

**Further Postgraduate Courses:**
- Competition Law
- Diversity Management
- Environmental Management
- HR Ethics

**PhD Courses:**
- Alternative Economic Theories
- Corporate Sustainability
- Environmental Economics and Management
- Environmental Economics and Policy
- Environmental Economics I-II.
- Environmental Policy
- Environmental Management
- Destination Management and Marketing
- Economic Geography
- Innovation Methodology
- International Marketing
- Regional Development
- Rural Sociology
- Services Marketing
- Decision Theory
- Financial Consulting
- Environmental Ethics
- Model UNFCCC-CEMS Climate Change Strategy
- Organizational Behaviour
- Organizational Theories
- Responsible Global Leadership
- Performance Management in the Supply Chain
- Social Entrepreneurship and Social Economy
- Strategisches Denken
- Sustainable Public Procurement
- Workplace Stress and Organizational Interventions
- Organizational Theories
- Qualitative Research I-II.
- Science and Ethics
Good Practices in Teaching RRI

Three of CBS’s courses are introduced as good practices in the toolbox of an EU project, EnRRICH. The courses are checked against the so-called policy agendas and process requirements of Responsible Research and Innovation (RRI). This key phenomenon is meant to be forwarded in the higher education curricula also by recommending existing examples of it. The selected courses:

- Decision Techniques – BA, mandatory
- HR and OD Skills – MA, mandatory
- Social Entrepreneurship and Social Economy – MA, elective

The evaluation of the courses involved interviewing and a process of reflection to uncover implicit and explicit features of teaching and learning with regard to ethics, gender equality, governance, open access, public engagement, science education, social justice, sustainability (policy agendas of RRI); and anticipation, inclusion, reflectivity and responsiveness (process dimensions of RRI).

Thesis Works and Student Scientific Conference

One of the key measurements of success in teaching sustainability and responsibility is how appealing these topics are when students make their own choices for thesis works and student research papers. Being ready for studying research questions in these fields show student interest in and commitment to these topics, a strong belief in the potential of these subjects, as well as a career opportunity related to sustainability, responsibility.

Therefore, the large number of relevant thesis works in the past two years is perceived at CBS as a particularly important improvement and positive process. Not only the students are interested, but also the colleagues are keen on offering and consulting thesis topics in the field of responsibility and sustainability at all levels: in BA, MA, Postgraduate and MBA studies. (PhD theses are covered separately, in the next chapter on Research Activities.) The Institute of Business Economics, the Institute of Marketing and Media and the Institute for the Development of Enterprises are especially rich in relevant theses. The combined number of titles in these three Institutes exceeds 150, while the aggregated number of thesis works in these fields at CBS is over 200 for 2015-2016.

The Student Scientific Conferences are organized at CUB annually offering an opportunity to students to share the results of their research projects with the community of the University. There is a special track on Sustainable Development and Environmental Management, however, responsibility related students’ papers are submitted also at other (altogether 37) tracks, covering a similarly wide range of issues as thesis works.
Selected fields and titles of thesis works:

**Institute of Business Economics:**
- Corporate Environmental Management
- Responsibility and Sustainability Along Supply Chains
- Social Entrepreneurship
- Sustainable and Responsible Business Models
- Responsible Decision-Making

**Institute for the Development of Enterprises:**
- CSR and Corporate Strategy
- Renewable Energy and Sustainable Innovations
- Sustainability at Public Enterprises

**Institute of Finance, Accounting and Business Law:**
- Accounting and Taxation of Non-Profits
- Financing Renewable Energy and Clean Investments
- Performance Evaluation of Sustainable and Responsible Investments and Innovations
- Innovations and Sustainability

**Institute of Marketing and Media:**
- Environmental and Social Aspects of Marketing Strategies
- Sustainability Analysis of the Sharing Economy
- Sustainability Aspects of Tourism
- Sustainable Consumption and Consumer Behaviour

**Institute of Management:**
- Responsibility in HR Management
- Role of HR in Mental Hygiene
- Support Employees with Disabilities
- Workplace Stress Management

**Institute of Informatics:**
- Gender Issues in Information Technology

**Institute for the Development of Enterprises:**
- "Responsibility Connotations of Labour Hire"
- "Sustainability Advantages of Smart Cities"
- "Slow Fashion in Hungary, an Implementation of the Sustainable Supply Chain"
- "Sustainability Implications of Communication Constraints in Sourcing"

**Institute of Finance, Accounting and Business Law:**
- "Venture Capital in Cleantech Industry"
- "Performance Evaluation of SRI Funds"
- "A Study of Environmental Taxation"
- "Big Pharma’s Acquisitions in Terms of Sustainable Innovation"
- "Electromobility and the Oil Industry"

**Institute of Marketing and Media:**
- "Interpretative Research on Responsibility"
- "Surveying Workplace Stress"
- "Learning Organisations in Transition Towns"
- "Gate-opening Panic: Crisis and Strategies"
- "Obstacles and Promoters of People with Disabilities at the Workplace"

**Institute of Informatics:**
- Impacts of IT on People with Disabilities
- Libraries as Generators of Social Capital
Corporate Involvement
Due to its intensive and extensive corporate connection, students of CBS meet corporate and SME leaders regularly in class and extracurricular activities. Guest speakers, business projects are also integrated in the topics of responsibility and sustainability. Here you find a short list of various examples where corporate partners provided insights to their activities in the field of sustainability and responsibility and/or involved students into corporate projects in this regard.

Examples of Corporate Involvement in Teaching and Learning:

- The American Chambers of Commerce on corruption, conflict of interest and whistle blowing in the course on Decision Theory
- ANY Security Printing corporate project on green, online printing product introduction in Financial Planning
- Auchan, Morgan Stanley participating in workshop on ProAbility training materials
- British American Tobacco on responsibility challenges in the course on Alternative Approaches in Human Resource Management
- Cargonomia on short supply chains in course on Sales Systems
- Concorde Securities on strategic philanthropy in Organizational Behaviour
- Cseriti, a non-profit business of charity shops on social business models in the course on Social Entrepreneurship and Social Economy
- Decathlon involved in a joint student research project related to the course on Corporate Social Responsibility
- Erste Bank on social banking in the course on Social Entrepreneurship and Social Economy
- Jasmin Scincare on organic products in International Marketing
- Rába project on green product introduction – e-bus – in Financial Planning
- Route4U on social innovation in the course on Social Entrepreneurship and Social Economy
- Vodafone on its programme for the safety of women in CSR course
Professional Development

New ways of continuous professional development of faculty members are experimented with, where both the themes and processes are relevant from a responsibility point of view. CBS is member of Coordination and Support Action (CSA) project within Horizon 2020. Enhancing Responsible Research and Innovation (RRI) through Curricula in Higher Education (EnRRICH) aims at improving the capacity of students and staff in higher education to develop knowledge, skills and attitudes to support the embedding of RRI in curricula by responding to the research needs of society as expressed by civil society organisations (CSOs). One of the major goals of CBS is to support faculty members in reflecting on their teaching activities from a responsibility point of view.

The first challenge in this regard was to capture and understand RRI for a management education context. Our approach was planned to be open and inclusive, therefore a series of interactive workshops were designed. By these formats, we envisaged a public and joint meaning making of RRI keys and provided a room for faculty professional development that builds on the notions of responsibility. These workshops reached almost one third of the faculty of CBS (74 colleagues). The most interested faculty members continued this process of reflection during the autumn semester of 2016, formed groups around policy agendas and have studied their teaching practices in details throughout the semester, assisting each other in this process as supportive micro-communities.

Further educational contacts and steps with e.g. CSOs are discussed in the chapter on Outreach.
Overview of Research Themes

Research activities are decentralised at CBS: each institute/department is responsible for its own research activities, although cooperation between units is encouraged via several instruments and events.

Sustainable development and business responsibility are overarching topics which induce several researchers in a number of organisational units to initiate research projects. Research topics mainly concentrate on three major issues: the sustainability practices of businesses, sustainable consumption and sustainability policy.

Sustainable Practices of Business Organizations Cover Research Fields, i.e.:

- Business Ethics
- Corporate Social Performance
- Environmental Marketing
- Social Business and Social Entrepreneurship
- Spirituality in Management
- Sustainability Accounting and Reporting
- Sustainability Strategy,
- Sustainable and Social Innovation
- Sustainable Project Management
- Sustainable Supply Chain Management

Sustainable Consumption Concentrates on the Fields of

- Consumer Behaviour
- Factors of Sustainable Consumption Patterns

Sustainability Policy-Making and Assessment Covers Areas Like,

- Energy Efficiency
- Nature Conservation and Ecosystem Services
- Renewable Energy
- Sustainability Assessment of National Development Strategies
- Sustainable Tourism

Research Centres specialized in Related Topics:

- **Regional Centre for Energy Policy Research, REKK** – It was ranked one of the 50 global Top Energy and Resource Policy Think Tanks in University of Pennsylvania’s Global Go To Think Tank Index in 2016. The Centre keeps on performing comprehensive research, consulting and teaching activities in the fields of electricity, gas and carbon-dioxide markets. Analyses range from the impact assessments of regulatory measures to the preparation of individual companies’ investment decisions. Most recently they also cover strategies promoting renewable energy and energy efficiency.
• **Centre for Business Ethics** – It is highly active and recognized in publishing and international teaching activities, as well as embedded in the life of CBS. One of the most recent course the Centre designed for the PhD students is on Science and Ethics.

• **Sustainability Indicators Research Centre** – Its focus on carbon calculations as well as interdisciplinary studies, successfully supporting several PhD students in their studies and research.

Relevant research is integrated also to further research centres, such as **Competitiveness Research Centre, Business Development Research Centre**.

**Selected Scientific Publications**

National and international publications based on recent research demonstrate the active participation of faculty members and the diversity of topics within CBS. We have selected a collection of about a **hundred scientific publications** (articles in peer reviewed journals, international conference papers, books and book chapters and quality research papers) that are listed in the **Appendix**.

The journal Vezetéstudomány, i.e. **Budapest Management Review**, published by CBS, the leading academic journal in management sciences in Hungary, also puts a strong emphasis on the topics of sustainable development and responsible business conduct by providing space for peer-reviewed publications. 20 articles (excluding those discussing policy, governmental issues, focusing directly on business responsibility and sustainability) were published in the last two years, **one article per journal publication on average**.

The **list of academic articles** published in Budapest Management Review:

- Angyal, Ádám: Social Responsibility of Innovation
- Benedek, Andrea – Takácsné György, Katalin: Personal Factors of the Responsible Corporate Management: Examination of the CSR-Centred Responsible Managers’ Attitudes in SMEs
- Csillag, Sára: On Dangerous Waters? – Linking Between Theory and Practice of Ethical Behavior Within the Framework of Cooperative Research
- Harangozó Gábor, Széchy Anna Zsófia, Zilahy Gyula: The role of the sustainability footprint concepts in corporate sustainability performance evaluation
- Hidegh, Anna Laura: Critical Management Studies: Streams and Debates
- Jakopánecz, Eszter: Accountability Issue of Marketing
- Jensen, Jody: A New Role for Management of the Social Sciences in an Age of Complexity
• Józsa, László – Brányi, Árpád: Effect of Certain Elements of Social Capital on Pricing Policy of Cooperating Transdanubian Wineries
• Katona, Norbert – Tessényi, Judit: The Extension of Self-Assessment System of Corporate Responsible Behaviour Based on Szerencsejáték Plc’s Practice
• Lentner, Csaba – Szegedi, Krisztina – Tatay, Tibor: Social Responsibility of Central Banks
• Lukács, Rita: Principles and Tools of Corporate Social Responsibility Communication in Marketing
• Pierog, Anita – Szabados, György Norbert: Civil Organisations Management Point of View
• Piskóti, Marianna: The Role of Environmental Identity in Environmentally Conscious Behaviour – An Investigation into the Measurement of Environmental Identity
• Szabó, Lajos: Sustainability, Creativity and Innovation In Project Management
• Vörösmarty, Gyöngyi: The Motivational Background of Green Purchasing
• Zilahy, Gyula: Sustainable Business Models – What Do Management Theories Say?

PhD Theses
Six (out of 11) defended PhD Theses were related to responsibility and sustainability in 2015, three (out of 10) in 2016. See full list here:
• Bauer, Dávid: Leadership and its Characteristics in Slovak Organizations. The Results of the Slovakian GLOBE Study.
• Gáspár, Judit: How Future is Being Constructed in the Corporate Strategy-making Practice?
• Kaderják, Péter: From Oil-indexed to Hub-based Gas Wholesale Pricing in Hungary.
• Kardos, Péter: The Effect of Beliefs in Free Market Ideology and Nationality of Companies on Justice Demands, Action Intentions and Emotions in Response to Corporate Transgressions
• Kiss, Gabriella: Evaluation of Public Participation Processes in Environmental Decision-making. Evaluation of Referenda and Public Hearings on Waste Management from a Participant Perspective
• Köves, Alexandra: Back from the future. Defining Sustainable Employment through Backcasting
• Piskóti, Marianna: The Role of Environmental Identity in the Development of Environmentally Conscious Behaviour
• Szűcs, Gergely: The Impact of Patent Protection on Environmental and General Innovations
Selected Research Projects

Researchers at the Corvinus Business School lead and participate in numerous national and international research projects related to sustainability. Examples of major projects are summarized briefly here.


Considerable progress has been made in Europe towards cutting greenhouse gas emissions, but this achievement is partly due to outsourcing and delocalisation of manufacturing industries.

This research assumes that even Scope 3 of the Greenhouse Gas Protocol fails to capture the full breadth and depth of GHG emissions and thus aims to improve the methodological framework in different fields.

1. Empirical analysis of best practices of Scope 3 reporting. The analysis is based on the database to be purchased from the Carbon Disclosure Project.

2. Modelling impacts not captured by the definition of Scope 3. Although difficult to be measured, these emissions should be at least modelled at a theoretical level. The model is formulated mathematically and simulations are carried out. It is expected to get better insight into how market development, technological development, outsourcing and carbon management efforts co-influence the emission actually measured.

3. Empirical analysis of different scopes of carbon emission in Hungarian companies. Scope1, Scope 2 and Scope 3 emissions are analysed and tested how the model developed in phase two can be made operational at company level.

4. Data mining on carbon management practices of Scope 3 reporting companies.

Well-being and Happiness within Ecological and Consumption Constraints (2012-2016, Hungarian Research Fund – OTKA)

The objective of the research was to explore, to what extent economic crisis mobilised and mobilises the willingness and capability of the Hungarian society to adapt to limits to consumption. A central issue of the survey is how people perceive economic crisis today in Hungary, what kinds of responses they give to the processes and events which result in significant changes in their circumstances and quality of life. The major question was if there exist problem solving techniques in the society which are appropriate to manage the impacts of economic crisis in a reassuring way, keeping and ideally even improving the perceived quality of life of individuals. If there exist such techniques, which are those and how do they affect towards sustainable development and sustainable consumption. The parts of the research covered:
1. Could a value-driven life lead to moderate ecological footprint with high level of subjective wellbeing?

2. The research developed a "Dual deconstruction of happiness" model, where happiness is decomposed along material and non-material, monetary versus non-monetary dimensions.

3. The research explored different strategies people apply in order to cope with economic crises.

**ProAbility Project** (2015-2016, EEA Financial Mechanism Scholarship Programme – Inter-institutional Cooperation Projects between Higher Education Institutions)

The overall aim of the proAbility project was to increase the employment opportunities of people with disabilities (PWD) in the open labour market through the transfer and adaptation of best practices. This is meant to be achieved through awareness raising about the employment of PWD among present and future company leaders, NGOs, public agencies, researchers, experts, stakeholders and policy makers, as well as the incorporation of diversity policy training into higher education curricula. The main objective was to develop teaching/training materials (TTMs) for both higher education programmes and company trainings through the adaptation of Norwegian and Hungarian best practices, based on thorough research and needs assessment.

The consortium was headed by Corvinus University of Budapest, and supported by partner institutions like Salva Vita Foundation (representing the needs of PWD) and NHO Service, who has been actively involved in bridging the gap between employers and PWD in Norway.

*Further research activities for and with e.g. CSOs are discussed in the chapter on Outreach.*

**Outreach**

Outreach to various communities of CBS has been proliferating: a growing number of students and colleagues find this aspect of the university life important and rewarding. Institutionally it is also depicted by the renewed English webpage of CBS where not only a Responsibility & Sustainability section is available now, but also the partnerships are visible under a new header. Civil society organizations (CSOs) and local communities; students; scientific and corporate connections embodying special features of sustainability and responsibility are described in this section. The distinct categorization does not work properly here: several activities bring together more than one stakeholder group.
Community Outreach: Civil Society Partnerships

In our educational and research activities, and even beyond those, CBS has established several contacts and joint projects with CSOs in its direct, closer and broader neighbourhood. We have collected a bunch of examples here to shed light on the numerous facets of these relationships. We have also been working on institutionalizing science-society relations: our efforts and achievements are also summarized here under the title of Corvinus Science Shop.

Relations, Projects, Work with the Civil Society Organizations

- About 50 student group business projects with about 35 CSOs and not-for-profit businesses has been implemented in the past ten years by the master elective on Social Entrepreneurship and Social Economy. In 2016, 12 business related challenges of social entrepreneurs were answered by the students of this course, results were introduced publicly at the end of both semesters.

- Ferencváros Community Foundation is our partner to establish our local identity as a citizen of Ferencváros, the district CBS is situated in. We have already organized student projects with the Foundation, and in 2016 a world café event was organized to help faculty members of CBS become more knowledgeable about the economy, society, culture and architecture of our home district.

- Ferencváros Municipality of Budapest established a joint agreement with the Department of Tourism at the Institute of Marketing and Media to promote research and development goals in regarding the complex cultural development of the Ferencváros district. The first project aimed at re-designing a special dining and cultural street of the district. The student research project involved 56 Hungarian, seven international, two PhD students and two student teaching assistants besides four professors. 700 Hungarian and 300 international visitors were surveyed over the three months of the project.

- 'Roma Integration Workshop and Information Day’ in March 2016 at CBS was organized by the Institute for the Development of Enterprises and the Institute of Finance, Accounting and Business Law.

- The Association of Cultural Heritage Managers (KÖME) launched a joint project and co-work with the students of the Cultural Management Masters Programme at the Institute of Marketing and Media.
'Corvinus Lectures in Finance’ for the broader public was established by the Institute of Finance, Accounting and Business Law. In this lecture series, various topics, including ethical issues related to the discipline are discussed with distinguished lecturers. One of the guest lecturers in 2016 was Michael G McMillan, the Director of Society Ethics Training at CFA Institute talking about „How to do the right thing even if no one is watching”.

Salva Vita, a non-profit business organisation has become a case study of faculty workshop on how business professors of various field might bring in non-business cases to business education. Consequently, Salva Vita’s pricing challenge has become a course project of students in Service Marketing at the Institute of Marketing and Media. A semester later, their performance management challenge was chosen by the course HR Project at the Institute of Management.

Two civil organizations – ‘I do not give up!’ foundation and the ‘We Do Not Give Up’ social cooperative – are participating in the educational activities of the Institute of Management through the course on Alternative Approaches in Human Resource Management.

'Mérték Média Monitor' in the field of press freedom is a close partner of the Institute of Informatics, Department of Infocommunications

Gólem Theatre provided a student project for a CSR course at the Institute of Marketing and Media.

Hungarian Pious Order, the Pious School at Sátoraljaújhely and the Christian Roma College at Szeged is a partner of the Management and Organization Department at the Institute of Management

‘Christian Social Principles in the Economy’ (KETEG) is a postgradual study programme, a joint development of the Corvinus University of Budapest and the Pontifical University of St. Thomas Aquinas (Angelicum) in Rome.

Corvinus Science Shop: Science in and for Society

Science Shops – according to their international Living Knowledge Network – “carry out scientific research in a wide range of disciplines – usually free of charge and – on behalf of citizens and local civil society. The fact that Science Shops respond to civil society’s needs for expertise and knowledge is a key element that distinguish them from other knowledge transfer mechanisms.” At CBS, we already had examples of working with and for society, but in 2016 we started to build up an orchestrated process of institutionalizing these efforts, introducing further pilots of research and class projects. We are opening Corvinus Science Shop in 2017, and in order to
establish it, we have been offering workshops on community-based research (CBR) and service learning for colleagues during 2016. Guest lecturers and mentors from successful Science Shops – Queen’s University of Belfast, Dublin Institute of Technology – have helped us finding our way.

Beyond the new organization unit within CBS, we decided to work with and for other higher education institutions. The first call for research questions of CSOs was published together with the Central European University, Budapest. Already our first workshop on Science Shops was attended by colleagues from three other universities operating in Hungary. Since then, lectures on the philosophy and mechanisms of Science Shops were given in further institutions.

**Student Outreach: Supporting Students and Student Activities**

Activities collected for this section overarch initiatives for the inclusion of students with special backgrounds, the support for student initiatives, and also those projects students introduce for the society.

**Student Inclusion**

**Bridge to Higher Education**

Focusing on the most disadvantaged populations of Hungary, professors and students of the Institute of Finance, Accounting and Business Law carried out a programme for the inclusion of Roma high school students. When designing the it, they followed the recommendations of demystifying the university, raising the students’ aspirations, and improving their school attainments especially in Mathematics and English.

**Students with Disabilities**

There is a growing number of students with various disabilities attending CBS, their ratio is still less than one per cent of the student body – far less than the average percentage within the population. Dyslexia is the most frequent disability followed by other ‘dys’-es. There has been a handful of visually, hearing and physically impaired students also studying at CBS in 2015-2016.
Mentoring

CBS launched an alumni-students mentoring programme in Autumn 2016. This initiative has been proved to be appealing on both sides. More than 95 per cent of the contacted members of alumni responded positively to the idea and engaged actively in the mentoring process from all walks of business life. To become a mentoree was even more attractive: twice as many students applied for the opportunity than planned at the beginning of the programme. Most of the partners met twice a month during the semester for 1.5-2 hour personal discussions each time with a weekly emailing in between. 83 per cent of students and 88 percent of the mentors were fully satisfied with the mentoring underlining the positive opportunity to gain insights to professional experience of the mentor. Students highlighted the potential to see details of a career paths, while mentor were happy about the opportunity to structure their own ways of thinking. The programme was initiated and run by the Institute for the Development of Enterprises.

Student Organizations

There are numerous student organizations founded at the CBS, many of them initiate sustainability and responsibility oriented projects. Certain initiatives have already grown beyond CBS and even CUB, attracting students from other universities. The 2015-2016 activities of two organizations are described here.

Amigos for Children Foundation

A Bachelor student of CBS founded this not-for-profit organisation helping children suffering from chronic diseases. Corvinus and other students soon joined the initiative, where the friends – Amigos – visit hospitalized kids to play and, fundamentally, teach languages. The fast growing organisation has more than 50 members now who work in four hospitals in Budapest. They earned strong recognition by foundations and corporations – also yielding financial support for the Amigos. CBS has supported the initiative not only by consulting the thesis of the founder on how to move toward social entrepreneurship, but also by organizing an ideation session with 40 masters student about the future of the organisation.

HaKőSz – Students in Community Service

HaKőSz aims to engage students in social and environmental problems in order to help future business leaders to become responsible citizens. Beyond continuing former projects, in recent years they initiated new ones as well:
• Beautiful Old Age project: organizing various programmes (theater visits, cooking events, community events) for elderly people living in homes for senior citizens providing valuable experience for both youngsters and their elderly friends;

• Child Mentor project: launching a programme series (with the financial support of the PWC) to prepare kids in children’s shelter for their future life outside by supporting them to better understand the ‘external’ world. Beyond educational programmes, excursions and programmes in arts and crafts are organised.

• Impulse project: organizing tasting and movie events to support consumers to become more conscious, especially in the field of gastronomy.

• Nature Friendly and Conscious project: HaKöSz-garden, hiking excursions, study trips (herb studies), eco-do-it-yourself programmes to promote reuse, garbage collection, zero waste campaigns and knowledge sharing on sustainability fashion to help overcome global problems as part of our everyday practices and to teach us to enjoy the beauties of the nature.

Scientific Outreach: Conferences and Workshops at CBS
CBS tends to open up its research activities to broad audiences (see Corvinus Sciences Shop in chapter on Research Activities and a summary of the Faculty Research Weeks here); and organizes international conferences thematically connected to sustainability and responsibility

International Conferences

SPUDM – 2015
CBS hosted the 25th conference on Subjective Probability, Utility, and Decision Making (SPUDM). The prestigious conference of the European Association for Decision Making with meaningful Ethics in Decision tracks over all days of the events.

Degrowth Conference – 2016
CUB provided home for the 5th international conference on Degrowth. More than 600 people – academics, practitioners alike - discussed degrowth topics, and a lot more people participated in the Budapest Degrowth Festival, an open festival 1st time organized in parallel with the conference in the hosting city. Several CBS academics introduced their work and engaged in discussions and workshops throughout the conference.
EFMD Conference for Deans & Directors General – 2016

370 deans participated in the event representing top higher educational institutes and business schools from around the Globe and discussing the central theme: Business Schools – Purpose in Context. The pre-conference event was a Global Responsibility Breakfast. The 1st plenary discussed ‘The Purpose of Business Schools to Society in Today’s Different Political and Social Contexts’ followed by a series of workshops on the business schools’ challenges and impacts for society, facilitated by the faculty members of CBS. The impact theme continued on the following days as well, including a plenary panel facilitated by the Dean of CBS, involving a faculty member and an alumnus. Further contribution of CBS colleagues was a workshop on Social Entrepreneurs around the business schools.

ESEE 2017 Conference

One key event at the CBS to increase outreach activity is hosting the 12th international conference of the European Society for Ecological Economics (ESEE) with the organization started at the beginning of 2016. The conference is expected to have about 350 participants. The ESEE has combined diverse knowledge systems and disciplinary concepts and tools to foster sustainability. The conference will bring together diverse sets of actors who are engaged in co-producing ecological economics insights and advice for responsible and creative pathways towards sustainability. It is expected to open up disciplinary boundaries through collaboration and discussion with conservation biology, environmental psychology and sociology, political ecology, social anthropology (amongst others), as well as through critical engagement and mutual learning with practitioners and local community efforts that aim to realize transformation towards sustainability. Novel socio-ecological insights and dialogues aim to encourage pathways to individual, collective and institutional change by virtue of collaboration, connection and meaningful knowledge-sharing through diverse expressions of human thought.

Living Knowledge 2018 – LK8

The biannual conference of the Living Knowledge Network is going to take place at CBS next year. The Budapest location of the 8th European conference of community based research was announced in 2016, during the final plenary of the Dublin conference on RRI Process Requirement: Responding and Adapting, presented by a faculty member of CBS. The LK conferences are known not only by the innovative ways of presenting but also the involvement of stakeholders. Researchers, communities and students are at present engaging in interactions.
Open Science

Faculty Research Weeks, Science Cafés

Since January 2016 CBS enjoys one week per semester where discussions on research are in the focus. The week was introduced by the Faculty Research Committee of CBS, but the programmes are organized in a bottom-up way by faculty members. Similarly, the monthly Science Cafés provide room for the exchange of research experiences and knowledge sharing on topics suggested by the faculty. These events are mentioned here for two reasons:

- These are open not only to the faculty of CBS but to other schools of CUB and Higher Education Institutes in Hungary.
- Several topics of them are connected to PRME: besides the afore-mentioned Corvinus Sciences Shop and Responsible Research and Innovation, Participatory Action Research with communities, the subject of Developing Engaged and Impactful Scholars are also included.

Corporate Outreach: Sustainability Partnerships

BCSDH-CBS Cooperation

Business Council for Sustainable Development in Hungary (BCSDH) and CBS have developed a partnership agreement during 2016. BCSDH is the national partner organization of World Business Council for Sustainable Development (WBCSD), and a professional organization with 79 corporate partners in order to promote business sustainability and responsibility.

Both CBS and BCSDH considers of key importance the sustainability and social justice aspects of the Hungarian management education. The parties aim to promote these principles into the practice through the education of future managers and business leaders. CBS supports BCSDH with its conceptual and practical expertise, while BCSDH shares its partners’ expertise with CBS.

Prior to the agreement cooperation has already taken place:

- Faculty members of CBS have contributed to the Future Leaders Talent programme of BCSDH for years, and
- the Director of the BCSDH has become the member of the Dean's Strategic Advisory Board.
Academic Members of Corporate Juries

Faculty members are participating in the juries evaluating corporate sustainability and responsibility initiatives, e.g. Delfin Sustainable Supplier Award by the Hungarian Telekom, CSR Marketplace, Role Model Competition for Young Entrepreneurs.

Infrastructure

General Background

The facilities of CBS are located conveniently in the centre of Budapest, the capital city of Hungary. This location has several implications for the sustainability efforts of the campus as well.

On one hand, transportation needs of both students and faculty are mainly served by public transportation. The buildings of the CBS are located in the immediate proximity of bus, tram and underground lines with stops just in front of the main building. Many students and faculty take a bicycle to reach the premises, and the Budapest public bike system, that was extended in 2016 – and also has a dedicated ‘Corvinus’ pick-up station – offers easy access to the university.

On the other hand, park area is limited around the campus – although efforts have been made to accommodate student needs by reducing car driving in the surrounding streets.

In recent years, the university invested heavily in the energy efficiency improvement of the main building (e.g. the insulation of windows and doors).

Extension of the Waste Selection System

The main building already had a waste selection system initiated by one of the student organizations. In 2016, the system has been extended to the second building. This was also initiated and pursued by two student organisations (HaKöSz and HöK), despite the non-supportive behaviour of the operator of the building. Financial support for the system was donated by the US Embassy based on the application of the students. One company carries off the separated waste for free (in return to use it as secondary raw material).
Plans for Extending Green Surfaces
As a backside of the central location, the share of the green surfaces is limited. The new building has green areas in the internal yards. Refurbishment of the old building in summer 2017 aims to increase green surfaces in the old building by establishing green walls inside the building as well as creating a garden in one of the inner courtyards.

Catering
External catering services required for special events more and more rely on caterers with responsible business practices. Faculty Research Week in 2016 was the first time to bring in Házikó, a caterer with short supply chain, food traceability and transparency approach. Since then not only the events with a sustainability message, but also other occasions invite responsible caterers. Currently, the organisation of a large conference with small-sized responsible restaurants and cafés is taking place.

Corvinus Tours
A student group launched a facebook page and regular guided tours in the historic and new buildings of the CUB campus with the purpose of bringing students and institutional history closer together, enabling people to be more receptive for their everyday environment. The initiative was supported by – among others – a professor who previously collected historic information and guided visitors through the building, highlighting the ethics and responsibility features of it. There have been regular walks to the six statues of Virtues on the Northern facet of the main building in the Business Ethics course for years – including Moral Courage, see on the right. Corvinus Tours is taking students around so successfully that CUB is now employing staff for further visits.
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Photos are taken by AmCham, Béla Krumpli – FKA and the faculty of CBS.

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For further information on our activities, please, visit our web page at www.cbs.uni-corvinus.hu, or contact Gábor Harangozó at gabor.harangozo@uni-corvinus.hu.
Appendix: Selected Scientific Publications

Publications in the Field of Responsible Management Practices – 2015

Articles in Peer Reviewed Journals

- Mihók, Barbara, Eszter Kovács, Bálint Balázs, György Pataki, Dénes Bartha, Sándor Csányi, Tibor Erős, Katalin Margóczki, László Podmaniczky, Tibor Standovár, László Szemethy, Katalin Török, Péter Török, Csaba Vadász, András Báldi: Bridging the research-practice gap: conservation research priorities in a Central and Eastern European country. JOURNAL FOR NATURE CONSERVATION, 28

- Berlinger, Edina, Juhász, Péter, Lovas, Anita: Az állami támogatás hatása a projektfinanszírozásra erkölcsi kockázat és pozitív externáliaiak mellett [The effect of state subsidies on project financing in case of moral hazard and positive externalities]. KÖZGAZDASÁGI SZEMLE 62:(2)

- Berlinger, Edina, Lovas, Anita: Fenntarthatóság és gazdasági növekedés - a Stern jelentés és az irányított technológiaváltás modellje [Sustainability and economic growth – the Stern Review and the model of supervised technological change]. KÜLGAZDASÁG 59:(7-8).

- Blok, Vincent, Thomas Longa, Idil Gaziulusoy, Nilgun Cilizc, Rodrigo Lozanod, Donald Huisingh, Maria Csutora, Casper Boks: From best practices to bridges for a more sustainable future: Advances and challenges in the transition to global sustainable production and consumption. JOURNAL OF CLEANER PRODUCTION 108:A.


- Harangozó, Gábor, Zilahy, Gyula: Cooperation between business and non-governmental organizations to promote sustainable development. JOURNAL OF CLEANER PRODUCTION, 89.


- Jäger, J, M D A Rounsevell, P A Harrison, I Omann, R Dunford, M Kammerlander, G Pataki: Assessing policy robustness of climate change adaptation measures across sectors and scenarios. CLIMATIC CHANGE 128;(3-4)
• Illés, Katalin, Zsolnai, László: The role of spirituality in business education. SOCIETY AND BUSINESS REVIEW, 10:(1)

• Kalóczkai, Ágnes, Pataki, György, Kelemen, Eszter, Kovács, Eszter, Fabók, Veronika: A földhasználati konfliktusok tényezői és dinamikája védett természeti területeken [Factors and dynamics of land use conflicts at nature protection areas]. TERMÉSZETVÉDELMI KÖZLEMÉNYEK, 21.

• Kovács, Eszter, Kelemen Eszter, Kalóczkai Ágnes, Margóczi Katalin, Pataki György, Gébert Judit, Mállovics György, Balázs Bálint, Roboz Ágnes, Krasznai Kovács Eszter, Mihók Barbara: Understanding the links between ecosystem service trade-offs and conflicts in protected areas. ECOSYSTEM SERVICES, 12.

• Kovács, Eszter, Kelemen Eszter, Kalóczkai Ágnes, Margóczi Katalin, Pataki György, Gébert Judit, Mállovics György, Balázs Bálint, Roboz Ágnes, Krasznai Kovács Eszter, Mihók Barbara: Understanding the links between ecosystem service trade-offs and conflicts in protected areas. ECOSYSTEM SERVICES, 12

• Lovas, Anita, Mile, Boglárka: Az állami beavatkozás hatása a kockázati tőke-befektetésekre kettős erkölcsi kockázat mellett [The effect of state intervention on venture capital investments considering dual moral risks]. KÖZ-GAZDASÁG 10:(2).

• Piskóti, Marianna: A környezeti identitás szerepe a környezettudatos magatartásban – a mérési lehetőségek értékelése [The role of environmental identity in environmentally conscious behavior – evaluating measurement options. VEZETÉSTUDOMÁNY 46;(5).

• Torjai, László, Nagy Judit, Bai Attila: Decision hierarchy, competitive priorities and indicators in large-scale ‘herbaceous biomass to energy’ supply chains. BIOMASS & BIOENERGY, 80.

• Vörösmarty, Gyöngyi: A zöldbeszerzés motivációs háttere [Motivational background of green procurement]. VEZETÉSTUDOMÁNY 46;(12).

• Vörösmarty, Gyöngyi, Matyusz, Zsolt: Ethical issues in the companies' buying practice. KÖZGAZDÁSZ FÓRUM / ECONOMISTS FORUM 18;(123).
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- Czúcz, Bálint, Kelemen Eszter, Arany Ildikó, Bela Györgyi, Blik Patrik, Lelleiné Kovács Eszter, Kalóczkai Ágnes, Kertész Miklós, Lazányi Orsolya, Megyesi Boldizsár, Pataki György, Vári Ágnes, Aszalós Réka: Ökoszisztéma szolgáltatások: az elmélettől a gyakorlatig [Ecosystem services: from theory to practice], Kolozsvár Biologist Conference


- Deutsch, Nikolett: A fenntartható rendszerinnovációk és a Kék Gazdaság koncepciója [Sustainable system innovations and the concept of the Blue Economy]. Budapest, Publio.


- Ims, Knut J, Laszlo Zsolnai: Social innovation and social development in Latin America, Egypt, and India. Book chapter in Ethical innovation in business and the economy, Cheltenham; Northampton: Edward Elgar Publishing.

- Jászberényi, Melinda, Ásványi Katalin, Bodnár Dorottya: Fenntarthatóság a fesztiváltúristamusban [Sustainability at festival tourism], proceedings of the II. Management Science Conference, Kecskemét.


- Kiss, Gabriella, Pataki György, Király Gábor: The role of social inequalities in the transition to sustainable consumption: Lessons from a participatory system mapping exercise. 12th Conference of the European Sociological Association, Prague.

• Kiss, Veronika, György Pataki: How resource use caps deliver social justice. 12th Conference of the European Sociological Association, Prague.


• Málovics, György, Pataki György, Juhász Judit, Gébert Judit, Bajmócy Zoltán: A helyi fejlesztési döntések előkészítésére szolgáló részvételi technikák elemzése [Analysis of participatory technics used for local development decision-making].

• Marjainé Szerényi, Zsuzsanna: Fenntarthatóság, környezettudatosság [Sustainability and environmental consciousness]. Book chapter, Budapest.

• Pataki, György, Szántó Richárd, Matolay Réka: CSR online and in real terms: A critical analysis of controversial sectors in Hungary. Book chapter, Corporate Social Responsibility in the Digital Age, Bingley: Emerald Group Publishing Ltd.

• Piskóti, Marianna: A Környezeti Identitás szerepe a környezettudatos viselkedés kialakulásában [The role of the Environmental Identity in environmentally conscious behavior]. Doctoral Dissertation, Corvinus University of Budapest, Budapest.

• Piskóti, Marianna: A környezettudatos viselkedést meghatározó egyéni tényezők elemzése, a környezeti identitás szerepének kiemelésével [Evaluation of the individual factors influencing environmentally conscious behaviour, with a special focus on environmental identity]. Proceedings of the 21st Conference of the Marketing Education and Research Society, Budapest.

• Roboz, Ágnes: Interlink the conception of Ecosystem Services and Environmental Justice. Proceedings, 12th Conference of the European Sociological Association, Prague.


• Schaltegger, Stefan, Igor Alvarez, Maria Csutora, Dimitar Zvezdov, Edeltraud Günther (eds.): Corporate Carbon and Climate Accounting. Springer, Cham.

• Zsolnai, László (ed.): The spiritual dimension of business ethics and sustainability management. Cham, Springer.


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- Berlinger, Edina, Lovas Anita, Juhász Péter: State subsidy and moral hazard in corporate financing. CENTRAL EUROPEAN JOURNAL OF OPERATIONS RESEARCH.


- Deutsch, Nikolett, Berényi László: Personal approach to sustainability of future decision makers: a Hungarian case. ENVIRONMENT DEVELOPMENT AND SUSTAINABILITY

- Deutsch, Nikolett, Berényi László, Pintér Éva: Level of consensus on the content of social responsibility. INTERNATIONAL JOURNAL OF ECONOMICS AND MANAGEMENT SYSTEMS 1.

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- Harangozó, Gábor, Széchy,, Anna Zsófia, Zilahy, Gyula: A fenntarthatósági lábnyom-megközelítések szerepe a vállalatok fenntarthatósági szempontú teljesítményértékelésében [The
role of the sustainability footprint concepts in corporate sustainability performance evaluation].
VEZETÉSTUDOMÁNY 47:(7).


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- Kovács Krasznai, Eszter, Pataki György: The participation of experts and knowledges in the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES). ENVIRONMENTAL SCIENCE & POLICY, 57

- Mihók, Barbara, Kiss Gabriella, Kovács Eszter, Margóczki Katalin, Fabók Veronika, Kalóczkai Ágnes: Ki mondja meg, mi a fontos? – Részvétel és természetvédelem. [Who decides what is important? – Participation and nature conservation]. TERMÉSZETVÉDELMI KÖZLEMÉNYEK, 22


- Pullin, Andrew, Geoff Frampton, Rob Jongman, Christian Kohl, Barbara Livoreil, Alexandra Lux, Pataki György, Gillian Petrokofsky, Aranka Podhora, Heli Saarikoski, Luis Santamaria, Stefan Schindler, Isabel Sousa-Pinto, Marie Vandewalle, Heidi Wittmer: Selecting appropriate methods of knowledge synthesis to inform biodiversity policy. BIODIVERSITY AND CONSERVATION 25:(7)

- Vörösmarty, Gyöngyi: Környezeti szempontok megjelenése a hazai kkv-k körében [Environmental aspects at the management of Hungarian SME-s]. MARKETING ÉS MENEDZSMENT 50:(1).


- Zsolnai, László: Moral Disengagement: How People Do Harm and Live with Themselves. BUSINESS ETHICS QUARTERLY 26:(3).
- Zsolnai, László, Katalin Illes: Spiritually-inspired creativity in business. INTERNATIONAL JOURNAL OF SOCIAL ECONOMICS 44:(2)

**Books, Book Chapters, Conference Proceedings and Research Papers**

- Ásványi, Katalin: CSR a helyi közösségért, mint az értékteremtés eszköze [CSR for local communities as a tool of value creation], Proceedings of the EMOK XXII Conference, Debrecen.
• Esse, Bálint, Judit Gáspár, Réka Matolay, Andrea Toarniczky: Mirrors and Glasses as Tools for Reflection, 7th Living Knowledge Conference, Dublin, Ireland

• Harangozó, Gábor: A karbon lábnyom koncepció szerepe a vállalkozásfejlesztésben [The role of the carbon footprint concept in business development]. Book chapter, Vállalkozásfejlesztés a XXI. században, Budapest.

• Jászberényi, Melinda, Ásványi Katalin: A fenntarthatóság megvalósulási lehetőségei a hazai fesztiválok példáján keresztül [Realizing sustainability at domestic festivals]. Proceedings of the VIII. Hungarian Conference on Tourism, Pecs.


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