

University of Sopron
Alexandre Lámfalussy Faculty of Economics
István Széchenyi Management and Organisational Sciences
Doctoral School

**DEVELOPMENT OF SUSTAINABLE MANAGEMENT
PRACTICES IN DOMESTIC ENTERPRISES**

Theses of the doctoral Dissertation (PhD)

Tamás Jenő Nagy

Sopron

2021

Doctoral School: István Széchenyi Management and Organisation Sciences Doctoral School

Head of the Doctoral School: Dr. Csilla Obádovics

Programme: Business Economics and Management

Supervisors: Dr. Csilla Obádovics, Dr. Lajos Juhász

supervisor's signature

supervisor's signature

LIST OF CONTENTS

1. RESEARCH OBJECTIVES AND HYPOTHESES	1
2. RESEARCH CONTENT, METHODOLOGY AND STRUCTURE.....	3
3. THE NEW RESULTS OF THE DISSERTATION	5
4. CONCLUSIONS AND RECOMMENDATIONS	10
5. PUBLICATIONS RELATED TO THE SUBJECT OF THE DISSERTATION	14

1. RESEARCH OBJECTIVES AND HYPOTHESES

The author's research looked at how to make companies sustainable and improve their operations. He also sought to answer the question of **what factors** determine **corporate sustainability**, whether they exist and what opportunities for further **development** exist.

Both the literature references and the analysis of the responses to the questionnaire questions support the idea that it is possible to live and manage sustainably at the enterprise level. Sustainable living is primarily determined by the way we think. With responsible thinking, it is possible to see that there are lifestyle alternatives to over-consumption that can bring pleasure and satisfaction.

The focus of the study was primarily on farmers' organisations, given their great responsibility in introducing and promoting sustainability practices at the societal level. This does not mean that the responsibility of individuals is negligible, but that organisations operating under relatively uniform rules have a greater potential to develop positive practices.

This thesis has presented the factors that determine the sustainability performance of a company, how these factors affect it and how to influence the direction and strength of their impact. The culture of an organisation is highly dependent on the management and the personal attitudes of its members. Responsibility for the environment is related to educational attainment, with personal commitment increasing in proportion to education. The results of research in this area should be integrated into the education curriculum at all levels of the teaching process.

The main aim of the thesis is to examine and present the five hypotheses of the research. The analysis is based on the following three perspectives:

1. review of national and international **literature**,
2. own practical **experiences** and
3. evaluate the information obtained from the results of the **questionnaire survey**.

The aim of the review of the national and international literature was to provide a brief overview of the factors that have contributed to the development of the discipline of sustainability. To get the full picture it is important to understand the global causes of the problem and their historical, economic and social dimensions. Approaches and perceptions of the issue are constantly changing, and as a result, organisations are prioritising what needs to be done in different ways. While in the past, the protection of the natural environment was typically considered the only priority, it has become increasingly clear that the economic and social aspects are also becoming increasingly important.

In addition to examining the literature, the author has also drawn on his personal knowledge from previous research and practical experience. The empirical research was based on a questionnaire-based data collection, the results of which were analysed using a

combination of mathematical-statistical and research logic methods. Based on these, the following five hypotheses of the research were formulated:

- H1. Improving corporate sustainability is an effective means of survival.**
- H2. In practice, it is also possible to manage sustainably, which does not necessarily imply a loss of economic efficiency. The application of sustainability principles in practice is sector-neutral: they can be applied in both the competitive and non-profit sectors. The financial sector can make a significant contribution to improving the sustainability of an organisation through project finance.**
- H3. The short-term profit-oriented mindset must be replaced by a long-term environmentally and socially committed, future-oriented (responsible) management model. The principles can be put into practice through a holistic-interdisciplinary approach.**
- H4. Real change can only be achieved by improving education and awareness. Promoting sustainability research results in every conceivable way will help to achieve faster and more effective results. Theoretical and practical results of sustainable management principles need to be taught at all levels.**
- H5. Responsibility towards people and society and an excellent working environment are an integral part of a corporate culture that supports sustainable development.**

2. RESEARCH CONTENT, METHODOLOGY AND STRUCTURE

The first chapter of the dissertation summarises the lessons learned from the study of the relevant national and international literature on the changing perceptions of sustainability over time.

The literature was processed through a literature search and a complementary analysis of internet resources. Therefore, the collection of authentic data and information was based mainly on online databases and catalogues such as mtmt.hu, Google Scholar, MTA Scientific Publication Repository and university databases.

Compared to the printed literature, research in electronic databases is much more immersive, so data collection was mainly done online.

Throughout history, humanity's changing thinking has come to recognise, through the damage caused by industrialisation to the natural environment, that a major paradigm shift is needed for our long-term survival. The methods for change are still debated, but their necessity is now rarely questioned.

The author's own experience has confirmed the correlations found in the literature research, which shows that with sufficient awareness it is possible to develop a lifestyle that is both ecologically and economically sustainable. This intention does not exclude the realisation of economic profit, but at the same time it demonstrates the primary responsibility of organisations (and in particular their managers).

The third part of the dissertation presents the views of the respondents through the evaluation of their answers to the questionnaire developed electronically. The responses received and the information obtained from them are summarised through an analysis using logical and mathematical statistical methods.

The correlations revealed by the questionnaire were evaluated using descriptive statistical methods and cross-tabulation analysis. A major challenge was to reach a sufficient number of respondents. Unfortunately, representativeness in terms of both composition and number of respondents was not achieved in relation to the national population. For this reason, the evaluation is limited to a specific group of respondents. The conclusions are presented in accordance with the professional rules of research logic and methodology.

The questionnaire is divided into the following four sections:

1. Personal data
2. You and sustainability
3. Sustainable management
4. The workplace and sustainability

The personal data section looks at the main demographic data (sex, age, residence, marital status, education, branch of employment, type of job, type of farming, net income).

The section on personal perceptions of corporate sustainability looks at the source of knowledge, responsibility, the role of education and the vision of the future.

The sustainable management section includes questions on the motivation of decision-makers, the damage to interests, the importance of financing, the integration of sustainability principles into everyday practice, and the practical applicability of knowledge.

In the fourth section, questions on perceptions of workplace sustainability seek answers to the following aspects: employer strategy, perception of systemic approach, motivation, workplace culture and atmosphere, empowerment, prioritisation of decision making.

The results of the questionnaire survey confirmed the assessment of knowledge from literature and personal experience.

3. THE NEW RESULTS OF THE DISSERTATION

Today, it is of paramount importance to know and implement solutions that can be quickly adapted in practice to support the development of corporate sustainability. This applies in particular to conscious management methods and an excellent organisational culture, which are manifested in value creation.

The author summarises the results of the research in the following theses.

T1. It is important and necessary to develop sustainable business operations and responsibility at all levels of the organisation and its stakeholders, which will have a positive impact on corporate sustainability.

Management needs to use motivation and communication tools to make its stakeholders understand that sustainability efforts are of utmost importance today, as conscious and responsible living is vital not only for today's generation, but also for future generations. Farmers' organisations with the right infrastructure and knowledge can provide a methodological framework. Today, CSR is becoming increasingly important, as it has been recognised that CSR is much more than just targeted charity. A good CSR strategy includes not only philanthropy but also ethical business practices. The need for continuous improvement is not primarily because the present is bad, but because what is considered good today can undergo dynamic development and transformation in the future! The weight of this is indicated by the fact that 55% of respondents have a rather negative outlook. In contrast, 2% of respondents gave a positive answer and 15% a constructive one.

In particular, the protection of air and water are the two environmental elements that respondents consider to be most at risk, and which should be a priority for the initial focus of corporate sustainability development projects. These two elements are considered to be significantly more at risk than, for example, the protection of the built environment. In addition, it is these two elements that respondents are most able to do the most to protect.

At company level, it is recommended that particular attention be paid to compliance with nearly 100 legal requirements relating to the protection of environmental elements. The management systems in place in companies provide an excellent framework for this. It is recommended that their use be extended to all stakeholders, in particular suppliers. Based on the responses received, no significant relationship was found between companies' perceptions of sustainability and the management systems they operate.

Although 62% of respondents believe that management decisions are primarily in the economic interest, they see the potential to harmonise economic interests with the interests of the environment and society.

T2. It is possible to manage sustainably in practice, but this does not necessarily imply a loss of economic efficiency. Regardless of the economic sector, there is scope to put sustainability principles into practice.

All respondents see ways to do something in their own environment to protect it. They do so by using a wide range of means, including carpooling and online eLiving. Today, only 10% of respondents travel by shared-car, 37% by public transport, but 20% already use bicycles to get

around town. Some workplaces already support cycling to work, for example by providing well-equipped toilets, bathrooms, changing rooms and secure bike storage.

Respondents in the non-profit sector consider the harmonisation of environmental and social interests with economic interests to be more important than employees in profit-oriented companies. This is mainly reflected in the different attitudes of employees in the two sectors.

Corporate practices that have worked well elsewhere can often be successfully adapted in different corporate environments, so it is important to learn about them first. The competitive sector is typically quicker to adopt new solutions - because the pressure to excel requires them to deliver results quickly. The non-profit sector may need to develop its adaptability, as it usually adopts change only under external pressure. It is important to understand that in this sector, too, innovation is a key driver of sustainability, as one, but not the only, means of increasing efficiency.

The role of the financial sector in corporate sustainability is undeniable. Half of the respondents who gave a resounding "yes" see this as both directly and indirectly proven.

It is important to raise public awareness of the fact that, when preparing to finance projects, the technical and economic content of the project is usually subject to a thorough examination by the financier. One aspect of this assessment is the environmental impact of the project. The investor is extremely cautious, since compensating for the effects of an unknown environmental impact can take a long time and is extremely costly. For example, before buying an industrial site, investors usually have a full environmental due diligence carried out by a specialised body to identify any past pollution of the natural environment (particularly the soil). This practice is not yet well established in our country, although it is clearly in the interests of the investor, and also of the environment.

T3. Results can be achieved in the short term, even while meeting profit expectations. It is important for people of all ages to be aware of the theory and practice of sustainability, and it is essential for all disciplines to adapt and promote the subject.

An investor's intrinsic interest is a quick return on investment, which often results in decisions that reflect a short-term mindset. However, sustainable economic actors recognise that it is possible to manage even in the short term in a way that effectively balances economic interests with the interests of the environment and society. To this end, responsible management makes considered and informed decisions, aware of the importance of the impact of their decisions on future generations.

By bringing together different disciplines, sustainable enterprise could be achieved more effectively. It is important to highlight the evidence that there is a significant difference between the highest level of education and attitudes towards sustainability. Statistical methods show that higher educated people consider literature with relevant information as a reliable source of information, while lower educated people "settle" for knowledge from events or the media.

T4. The key to achieving a positive outcome for corporate sustainability is the right mindset, which requires accurate and up-to-date knowledge. Theoretical knowledge and practical results need to be taught at all levels.

We can only make quick and informed decisions if we are well informed, so the whole organisation needs to be engaged. It is important to learn to think sustainably. To this end, it is important to promote knowledge to all ages in all possible ways.

In addition to higher education, sustainability education should be an integral part of primary and secondary education. If students acquire and understand not only the theoretical but also the practical knowledge, they will be able to apply the knowledge they have acquired in decision-making and management practice. Statistical evaluation of the questionnaire responses has not been able to support the claim that this is the only way to achieve rapid and measurable results.

T5. Responsibility for the environment and society is an integral part of the culture of companies operating according to the principles of sustainability. A responsible management mindset reinforces the organisational culture in a number of ways. Long-term and multi-dimensional leadership can create an excellent working environment.

Companies where the management, due to their own inexperience or other reasons, favoured only short-term economic interests, are in most cases characterised by an inadequately balanced work climate and work ethic. This does not necessarily mean that management with a short-term focus will lead to an inadequate or poor working atmosphere. Indeed, the development of the work climate is influenced by a number of other factors, so it can be said that short-term task orientation reduces, but does not exclude, the likelihood of achieving a good or satisfactory work climate.

The results achieved by improving corporate sustainability support the change and development of corporate culture. The organisational culture is, among other things, strongly dependent on the personal attitudes of managers and subordinate employees.

Higher levels of education are associated with greater personal commitment. The company is interested in training its employees, which is one of the benefits of developing a company culture. It is better to motivate employees through incentives rather than sanctions. It makes sense to promote a culture of partnership rather than competition. This not only makes for a more pleasant working environment, but can also produce better economic results.

If responsibility for the environment and society is an integral part of corporate strategy, it will improve the workplace climate and become an integral part of corporate culture. This requires that all levels of the organisation are aware of the company's mission, vision and strategy. Knowledge of the corporate strategy at all levels of the organisation is important because it enables departments and sub-units to derive their own sub-strategic objectives and enables managers to formulate individual, personal objectives for their subordinates. It is advisable to strive for a learning organisation culture.

Companies with a well-developed organisational culture share positive experiences and help their partners to contribute to the success of their own organisation by developing their

suppliers. The positive impact of corporate events and supplier meetings on corporate sustainability can be demonstrated.

Higher levels of environmental commitment are found in forms of employment where there is a higher degree of personal influence on internal processes (e.g. self-employment). There is also room for improvement in large enterprises, where the attitude of the employee can be brought closer to that of the self-employed by raising awareness of personal responsibility.

Employees with a pessimistic outlook are less open to improving corporate sustainability than those with a positive outlook.

A summary of the hypotheses and theses is presented in Table 1.

Fulfilled	Hypotheses	Theses
✓	H1. Improving corporate sustainability is an effective means of survival.	T1. It is important and necessary to develop sustainable business operations and responsibility at all levels of the organisation and its stakeholders. This is an effective way to develop corporate sustainability.
✓	H2. In practice, it is possible to manage in a sustainable way, which does not necessarily imply a loss of economic efficiency. The application of sustainability principles in practice is sector-neutral: they can be applied in both the competitive and non-profit sectors. The financial sector can make a significant contribution to improving the sustainability of an organisation through project finance.	T2. It is possible to manage in a sustainable way in practice, but this does not necessarily imply a reduction in economic efficiency. It is possible to put sustainability principles into practice regardless of the economic sector.
✓	H3. The short-term profit-oriented mindset must be replaced by a long-term environmentally and socially committed, future-oriented (responsible) management model. The principles can be put into practice through a holistic-interdisciplinary approach.	T3. Results can be achieved in the short term, even while meeting profit expectations. It is important for people of all ages to be aware of the theory and practice of sustainability, and it is essential for all disciplines to adapt and promote the subject.
✗	H4. Real change can only be achieved by improving education and awareness. Promoting sustainability research results in every conceivable way will help to achieve faster and more effective results. Theoretical and practical results of sustainable management principles need to be taught at all levels.	T4. The key to achieving a positive outcome for corporate sustainability is the right mindset, which requires accurate and up-to-date knowledge. Theoretical knowledge and practical results need to be taught at all levels.
✓	H5. Responsibility towards people and society and an excellent working environment are an integral part of a corporate culture that supports sustainable development.	T5. Responsibility for the environment and society is an integral part of the culture of companies operating according to the principles of sustainability. A responsible management mindset reinforces the organisational culture in a number of ways. Long-term and multi-dimensional leadership can create an excellent working environment.

1. Table: Summary table of hypotheses and theses

[Source: own editing]

4. CONCLUSIONS AND RECOMMENDATIONS

The following conclusions and recommendations are based on the questionnaire and the literature research.

1. The management of companies striving for excellence uses a systems approach to manage their processes. Various management systems can be effective support tools. These should be based on management system standards to ensure a consistent approach. In practice, quality management systems are most commonly used, and in industry today they are the basis for industry-specific standards. A properly functioning quality management system can be effectively integrated with environmental management systems, occupational health and safety, energy management and information security management systems.
2. A comparative review of the literature has shown that the adaptation of appropriate management systems within a company can play a key role in reducing operational risks or averting negative impacts. This can further increase corporate efficiency.
3. It can be argued that the development and operation of management systems that can be successfully applied in companies is most effective when they are implemented and operated in an integrated way, as a multiplier synergy effect can then be created.
4. Companies can greatly benefit from integrating the TQM approach into knowledge management and organisational culture. The new EFQM Excellence Model, to be released in 2020, can be a great help and opportunity for management in developing an organisation. A proper integration of the model in a company can generate a change in attitude and mindset that is likely to not only increase the economic efficiency of the company, but also greatly facilitate the embedding of sustainability in a systemic way.
5. The rational scarcity of resources can play an important role in the development of corporate sustainability, and within this, live-work can be of particular importance. A basic prerequisite for sustainable management is the wider use of forms of work that support more efficient use of labour (e.g. teleworking, part-time work, flexible working). On the other hand, the introduction of measures to promote the physical and mental fitness of workers.
6. The literature on sustainable farming also points out that an economic paradigm shift can be achieved through a long learning process that requires a lot of prior knowledge. This process of integration also implies a change in the attitudes of managers and employees towards the subject. Research has shown that, because of the resistance of the human mind to change, this conditioning process can be achieved effectively through systematic knowledge acquisition, education, training

and awareness-raising. This leads to the conclusion that the management of an organisation striving for sustainability and environmental awareness must strive to introduce the latest technologies at all organisational levels (operational, tactical, strategic), to embed sustainability principles in the corporate knowledge base through external and internal training, and to remove obstacles to the learning process (breaking down beliefs, myths, overcoming mental resistance) by all means.

7. The business success of a sustainable company depends on the quality of its relationships with its external stakeholders. Seek to understand the real or latent needs of your customers, and understand what you can do to achieve customer satisfaction. At the same time, treat them as partners and support them in their development. Partner meetings provide an excellent opportunity to do this, and can contribute to the development of organisational culture in addition to the transfer of the desired knowledge.
8. Developing a business along sustainability principles does not necessarily mean a reduction in economic performance. On the one hand, after deriving the microeconomic economic profit, there is an opportunity cost of capital that represents the resources that can be used to develop sustainability. On the other hand, the freed-up return on capital (in microeconomic terms, the implicit costs accounted for) can also provide a 'hidden resource' that can support and finance sustainability to a large extent. The use of the economic rather than the financial profit approach no longer acts as a brake on the integration of sustainability principles into the economic practices of the company. The contrast between the two is more a belief than a fact.
9. Another research derivation is that the responsible management must be prepared for resistance to change in time. In order to minimise internal resistance, it is important for management to know and understand the needs of employees. This requires considerable extra work, as the manager has to focus on development on the one hand, and on the other hand, on the factors that are counterproductive. To reduce employee resistance, management must provide appropriate motivation and effective communication to reduce or restructure the part of employees' conditioned attitudes that inhibit the success of change implementation. Some of the literature recommends the use of 'tried and tested' improvement tools, such as business coaching or other innovation-generating factors.
10. The results of the research also show that education can play an important role in the development process of corporate sustainability. The effectiveness of training should be continuously monitored. To this end, it is recommended that a competency matrix for employees be established and continuously developed to support the planning and monitoring of training effectively. A system of measurement should

be developed which uses objective indicators to show the necessary directions for improvement.

11. It should be emphasised that the principles developed are those that are of real value to the company and can be immediately applied in practice and even improved. The improvement of corporate sustainability performance is stimulated by ideas that are implemented, developed and adapted by an internal team. Inevitably, an incentive system must be developed that supports the practical implementation of sustainability principles from several angles.
12. The quality of the workplace climate is strongly linked to corporate sustainability. An organisation that is committed to the environment and society is perceived by employees as having a more developed corporate culture. This can be found in the literature and is agreed by several researchers on the subject and. A good workplace climate can be created by greater empathy, by building rational authority towards employees and by managing conflict situations correctly. It is recommended to achieve a good fit between the emotions and mindset of employees and sustainability requirements.
13. It is proposed to create a sustainable corporate culture model in which the relevant factors according to Table 2 are assigned to the main profiles of corporate culture and effectively support the implementation of sustainability requirements.

Main profiles of the corporate culture		
Usually...		On corporate sustainability ...
P1	Reject	Insensitive
P2	Indifferent	Hardly shows any tangible commitment
P3	Accepting	There is some commitment
P4	Supporting	Strongly committed

2. Table: Main attitudes of corporate culture and sensitivity to sustainability

[Source: own editing]

I propose to classify the following factors for the above four attitudes:

1. The approach to sustainability
2. Willingness to compromise
3. Approach to education, knowledge transfer
4. Systems approach
5. Strategic thinking
6. Motivation
7. Social responsibility
8. Energy efficiency
9. Responsibility towards the environment and society
10. Organisational culture

The matrix developed on the basis of these factors can form the basis of the proposed organisational culture development process matrix, which supports the continuous improvement of the corporate sustainability culture in a structured and systematic way.

5. PUBLICATIONS RELATED TO THE SUBJECT OF THE DISSERTATION

1. Balassa, Éva; Nagy, Tamás
Transformational leadership as an opportunity for sustainable success with Generations Y and Z
ACTA CAROLUS ROBERTUS 9: 1 pp. 1-14, 14 p. (2019)
SOE Publicatio repozitórium
2. Pétervári, Zsófia; Nagy, Tamás; Balassa, Éva
The importance of an emotionally intelligent workforce and leader for corporate sustainability
ACTA CAROLUS ROBERTUS 8: 2 pp. 161-176., 16 p. (2018)
SOE Publicatio repozitórium
3. Nagy, Tamás
ISO 9001 audit experience
ROTO NEWSLETTER 18: March pp. 5-5., 1 p. (2016)
4. Nagy, Tamás
The key of the sustainable operation of the company - the development of aspects of organisational culture
In: Katalin, Szendrő; Viktória, Szente; Róbert, Barna (eds.) Abstracts of the 5th International Conference of Economic Sciences and 5th Climate Change, Economic Development, Environment and People Conference of the Alliance of Central-Eastern European Universities
Kaposvár, Hungary: Kaposvár University, Faculty of Economic Science, (2015) pp. 34-34., 1 p.
5. Nagy, Tamás
The key of the sustainable operation of the company - the development of aspects of organisational culture
In: Katalin, Szendrő; Viktória, Szente; Róbert, Barna (eds.) Proceedings of the 5th International Conference of Economic Sciences and 5th Climate Change, Economic Development, Environment and People Conference of the Alliance of Central-Eastern European Universities
Kaposvár, Hungary Kaposvár University Faculty of Economics, (2015) pp. 141-151., 11 p.
SOE Publicatio Repository
6. NAGY, Tamás
The relationship of the responsible company and the sustainability
ECONOMY AND SOCIETY 2014: 1 pp. 152-165., 14 p. (2014)
DOI REAL SOE Publicatio Repository Full document
Publication:3078759 Authenticated Source Journal Article (Technical Article) Scientific International and Development Studies Doctoral Committee IXGJO NFDB [1901] C domestic
Pedagogical Sciences Committee II FTO PedTB [1901] A Political Science Committee IXGJO PTB [1901] C Domestic Regional Sciences Committee IXGJO RTB [1901] D Domestic DOI: 10.21637/GT.2014.1.11.
7. Nagy, Tamás
Developing an organisational culture for a sustainable company
Sopron, Hungary: University of West Hungary Publishing House (2014), 21 p.
ISBN: 9789633342039
8. Nagy, Tamás
Improving the organisational culture of a sustainable company
In: Székely, Csaba (ed.) MACROECONOMIC DECISIONS - NETWORK SYNERGIES: International Scientific Conference on the Occasion of the Hungarian Science Festival
Sopron, Hungary: University of West Hungary (NYME), (2014) pp. 391-411., 21 p.
9. Nagy, Tamás
AMSE: New management support system for Autoliv Europe (AEU)
AUTOLIVE NEWS 12: 58 pp. 2-4, 3 p. (2014)
10. Nagy, Tamás
Sustainability section: the purpose of the sustainability report
AUTOLIVE NEWS 12: 58 pp. 4-4., 1 p. (2014)
11. Nagy, Tamás
Environmental Health Check - EDD audit: December
AUTOLIVE NEWS 12: 59 pp. 6-7, 2 p. (2014)

12. Nagy, Tamás
The role of quality policy in the life of the company
AUTOLIVE NEWS 12: 58 pp. 1-1, 1 p. (2014)
13. Nagy, Tamás
The link between corporate responsibility and sustainability
In: University of West Hungary, Faculty of Economics (ed.) Responsible society, sustainable economy: international scientific conference on the occasion of the Hungarian Science Day: programme and abstracts
Sopron, Hungary: University of West Hungary, Faculty of Economics, (2013) pp. 157-157., 1 p.
14. Nagy, Tamás
Quality techniques to support sustainable enterprise management
In: Schmidt, Petra (ed.) Environmental problems in the Carpathian Basin II: International Climate Conference
Pécs, Hungary: IDRResearch Kft., Publikon, (2013) pp. 217-223., 6 p.
15. Nagy, Tamás
The Role of Quality Management in the Building of the Sustainable Business Model
In: Balázs, Judit; Székely, Csaba (eds.) The main drivers of economic development: innovation, efficiency, job creation: volume of studies: international scientific conference on the occasion of the Hungarian Science Day, Sopron, 12 November 2012.
Sopron, Hungary: Nyugat-magyarországi Egyetem Kiadó, (2013) pp. 1-10. Paper: NTmin, 10 p.
16. Nagy, Tamás
The relationship between corporate logistics and sustainability pp. 1-56, 56 p. (2013)
Teaching aid for 3rd year BA Economics students (in the context of Environmental Economics),
17. Nagy, Tamás
Examining sustainability issues of concern to company management
In: Keresztes, Gábor (ed.) Tavasz Szél 2013 Konferencia = Spring Wind 2013: conference proceedings I.
Budapest, Hungary: National Association of Doctoral Students (DOSZ) (2013) pp. 576-581., 6 p.
18. Nagy, Tamás
The key to corporate sustainability - environmental governance pp. 1-80, 80 p. (2013)
Teaching aid for 1st and 3rd year BA Economics students (in the context of Environmental Economics) (2013),
19. Nagy, Tamás
Impact of transport on climate change
In: Palocz-Andresen, M; Németh, R; Szalay, D (eds.) Támop-Humboldt Kolleg for Environmental and Climate Protection: 3 December 2009 and 21 October 2010 in Sopron University of Western Hungary
Sopron, Hungary: Nyugat-magyarországi Egyetem Kiadó (2013) 319 p. pp. 1-5. Paper: NTKlim, 5 p.
20. Nagy, Tamás
Sustainability Rovat
AUTOLIVE NEWS 11: September pp. 3-3., 1 p. (2013)
21. Nagy, Tamás
Risk management for sustainable companies
In Székely, Csaba (ed.) Responsible society, sustainable economy: international scientific conference on the occasion of the Hungarian Science Day: Social responsibility, sustainable economy: international scientific conference on the occasion of the Hungarian Science Festival].
Sopron, Hungary: Nyugat-magyarországi Egyetem Kiadó, (2013) pp. 719-732., 14 p.
ISBN: 9789633341445
22. Nagy, Tamás
Risk management for sustainable companies
In: University of West Hungary, Faculty of Economics (ed.) Responsible society, sustainable economy: international scientific conference on the occasion of the Hungarian Science Day: programme and abstracts
Sopron, Hungary: University of West Hungary, Faculty of Economics, (2013) pp. 170-170., 1 p.
23. Nagy, Tamás
Environmental Health Check - EDD audit: September
AUTOLIVE NEWS 11: 57 pp. 4-5., 2 p. (2013)
24. Nagy, Tamás
Environmental protection at Autoliv

- AUTOLIVE NEWS 11: April pp. 2-3, 2 p. (2013)
25. Nagy, Tamás; Takács, Krisztián
Solution alternatives for IT support of the sustainable enterprise problem-solving process
In: II Interdisciplinary Doctoral Conference
Pécs, Hungary (2013) pp. 160-161., 1 p.
 26. Nagy, Tamás
How sustainable is your lifestyle?
AUTOLIVE NEWS 11: April pp. 3-3., 1 p. (2013)
 27. Nagy, Tamás
QMS (Quality Management System)
AUTOLIVE NEWS 11: April pp. 4-4., 1 p. (2013)
 28. Nagy, Tamás
Managing our tasks identified during audits
AUTOLIVE NEWS 10: 54 pp. 4-5., 2 p. (2012)
 29. Nagy, Tamás; Takács, Krisztián
LOP Commander User's Guide: user's guide, tutorial pp. 1-19, 19 p. (2012)
User's guide for self-developed software,
 30. Nagy, Tamás
Preparation of a documentation management policy at Autoliv Kft.
AUTOLIVE NEWS 10: 53 pp. 5-5., 1 p. (2012)
 31. Nagy, Tamás
Sustainability: new column in Autoliv News
AUTOLIVE NEWS 10: 54 pp. 3-3., 1 p. (2012)
 32. Nagy, Tamás
Environment at Autoliv: March
AUTOLIVE NEWS 10: 52 pp. 3-7., 5 p. (2012)
 33. Nagy, Tamás
The impact of transport on climate change
In Andrásy, Adél (ed.) "Hredit, Világ, Stádium" Nemzetközi Tudományos Konferencia [Publications of the International Scientific Conference "Credit, World, Stage"]: Conference on the occasion of the Hungarian Science Day
Sopron, Hungary: University of West Hungary, Faculty of Economics, (2011) p. 128
 34. Nagy, Tamás
The Impact of Transportation to Climate Change - The Impact of Transportation to Climate Change
In Andrásy, Adél (ed.) "Hredit, Világ, Stádium" Nemzetközi Tudományos Konferencia [Publications of the International Scientific Conference "Credit, World, Stage"]: Conference on the occasion of the Hungarian Science Day
Sopron, Hungary: University of West Hungary, Faculty of Economics, (2011) pp. 1-1. Paper.
 35. Nagy, Tamás
The importance of awareness-raising for sustainable farming
In: Baranyai, Zsolt; Vásáry, Miklós (eds.) XXXth Anniversary OTDK Section on Economics: abstracts of papers
Gödöllő, Hungary: Szent István Egyetemi Kiadó (2011) 526 p. pp. 1-1. Paper: NTtud, 1 p.
 36. Nagy, Tamás
Effect of Traffic on Climate Change
In: Palocz-Andresen, M; Németh, Róbert; Szalay, Dóra (eds.) Támop-Humboldt Colleg for Environment and Climate Protection 2009. December 3 and 2010. October 21 in Sopron University of West Hungary: Proceedings of the Conference "Protection of the Environment and the Climate"
Sopron, Hungary: University of West Hungary (2011) 283 p. pp. 272-277., 6 p.
 37. Nagy, Tamás
Effect of Traffic on Climate change
In: Palocz-Andresen, M; Németh, Róbert; Szalay, Dóra (eds.) Támop-Humboldt Colleg for Environment and Climate Protection 2009. December 3 and 2010. October 21 in Sopron University of West Hungary: Proceedings of the Conference "Protection of the Environment and the Climate"

- Sopron, Hungary: University of West Hungary (2011) 283 p. pp. 1-5. Paper: NTClI, 5 p.
38. Nagy, Tamás
How can we measure sustainability?
REGIONAL AND BUSINESS STUDIES 3 pp. 783-786., 4 p. (2011)
SOE Publicatio repozitórium Full document
 39. Nagy, Tamás
How can we measure sustainability?
Blagoevgrad, Bulgaria: South West University "Neofit Rilski", Faculty of Economics, Tourism Department (2011), 3 p.
ISSN: 1314-3557
 40. Nagy, Tamás
Measuring the unmeasurable - or is sustainability measurable?: SUMMARY - Science in economy and society
In: Balázs, Judit; Székely, Csaba (eds.) Changing Environments - Innovative Strategies: international scientific conference on the occasion of the Hungarian Science Day
Sopron, Hungary: University of West Hungary, Faculty of Economics (2011) p. CD
 41. Polgár, A ; Pájer, J ; Elekné, F V ; Koronikáné, P J ; Nagy, T ; Pintérné, N E ; Samu, L ; Varga, G
The application of ISO 14031 for the assessment of environmental performance in forest management
In: Horváth, B (ed.) Research Day of the Association for the Forests of the Great Plains: scientific results in practice
Sopron, Hungary (2011) 112 p. pp. 88-91., 4 p.
 42. Polgár, A ; Elekné, F V ; Koronikáné, P J ; Nagy, T ; Pájer, J ; Pintérné, N E ; Samu, L ; Varga, G
The application of ISO 14031 for the assessment of environmental performance in forest management (2011)
Poster presentation. Research Day of the Association for the Forests of the Great Plains, 4 November 2011, Sopron,
 43. Nagy, Tamás
The vision of sustainable telephony -: i.e. the background of the introduction of VOIP service at 1A Hosting Kft
In: HTE Infoko 2010 Intelligent Infrastructures and Applications - 17th HTE Infocommunications Networks and Applications Conference and Exhibition: collection of papers
Budapest, Hungary: Hírközlési és Informatikai Tudományos Egyesület (HTE), (2010) pp. 1-3., 3 p.
 44. Nagy, Tamás
The importance of telecoms for a sustainable economy
In: HTE Infoko 2010 Intelligent Infrastructures and Applications - 17th HTE Infocommunications Networks and Applications Conference and Exhibition: collection of papers
Budapest, Hungary: Hírközlési és Informatikai Tudományos Egyesület (HTE), (2010) pp. 1-4. Paper: NT2, 4 p.
 45. Kovács, N ; Nagy, T ; Pájer, J ; Polgár, A ; Szász, S
Environmental impact assessments and public participation requirements in the development of investment finance
pp. 1-79, 79 p. (2007)
 46. Nagy, Tamás
Environmental basics for T-Com employees
Budapest, Hungary: Magyar Telekom Nyrt. (2006), 160 p.
 47. Pájer, J ; Katonáné, G K ; Kovács, M ; Kovács, N ; Koronikáné, P J ; Nagy, T ; Pintérné, N E ; Polgár, A ; Szabó, GY ; Fodor, V et al.
Improving environmental impact assessments: implementing questionnaires, oral interviews and content analysis pp. 1-92, 92 p. (2006)
 48. Pájer, J ; Nagy, T ; Polgár, A ; Samu, L Environmental performance assessment of ZALAERDŐ Zrt. pp. 1-81., 81 p. (2006)