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**Analysis of relations of the organizational culture
and organizational communication
at Hungarian Army by CIMIX model**

Doctoral (PhD) treatise thesisbook



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Doctoral (PhD) treatise

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TABLE OF CONTENTS

INTRODUCTION	4
1. TOPICALITY	5
Raising of problems	5
2. SUBJECT AND METHODS	7
2.1. Basic theory, a Corporate Identity–Image Index (CIMIX) model	7
2.2. Research parameters	10
3. CONSLUTIONS, MOTIONS, SCIENCITFIC RESULTS, OF THE RESEARCH RESULTS	12
3.1. Conclusions	12
3.2. Motions	12
3.3. Scientific results	14
3.4. Useability	14
SUMMARY	15
CANDIDATE’S CURRICULUM VITAE	16
CANDIDATE’S PUBLICATIONS AND SCIENTIFIC ACTIVITES	18

INTRODUCTION

Considering the future one of the most permanent develop source of the Hungarian Army is his soldiers' knowledge, learning and developing capacity wich facilitate the creative and innovative thinking and the professional rise of the Army. The effectiv management of individual and collectiv knowlegde is the earnest of the professional function of the Army. The knowledge itself is an individual source: as much used as much grows. But the other hand if it not used become worn. The organisation knowledge is worked by many dynamic forces. If we want to make it moved, used more powerful we have to know much profoundly his basic source. The creation, retention and durable development are influenced by the management, the organisational culture and the communication process wich interpret them for the intra-, and inter public opinion. The creation of the inner values has a great part in this process as if it is not supported by the professional and human process it results a disharmony between human and organisation. The individual's frustrated state becomes handycap in the daily working process and in his knowledge transfer, wich comes from the difference of the external expectation and the individual values. The emotions, thoughts, opinions are manifesting in the individual's behave, communication shown towards the environement influencing the already formed judgement and image.

The beliefs, points of view, the changement of attitude in the organizational culture are diverse in each organisations considering the psychology intesity and methods. Through the informal and formal communication process, the leader philosophy is able to influence the colleagues how to think and how to treat their colleagues, boss, external partners, costumers and clients. *The synch of the leading acts and its communication, the contiguous evaluation are indispensable to create a positif internal and external public opinion.*

The adequate analysis of these facts and process requires the complexity: the recognition of the effective function of different organisations, theirs mutual depending relations, the human resource thinking and behaving parameters, behaviors and the relations of social income attitudes and requirements of communication medium.

1. TOPICALITY

The dissertation in theoretical and practical context is analyzing the characters of the *organizational culture and the organizational communication* which are influencing the function of the Hungarian Army.

The interdisciplinary character, the social-economical meaning and the presentation of the function of the Hungarian Army require the investigation of definitions and relations. These are the following: trustfulness, authenticity, alienation, loss of identity, aggression, communication becomes monotonous, data-smog, *theory of narrative identity*, *ideology of the informational society* full of values and feelings and connecting of this the media, the Internet to analyze the problems of Hungarian Army.

Raising of problems

In my thesis following the analyze of the previous specialized literature I draw those raising problems, hypothesis which are influenced by *increased social-, and economic-politics expectations* against the *forming Army on the occasion of military force reform*. Nowadays there are several arguments between the experts and politics about the function and role of the Army. The common talk of National Defence is consensuated by the dilemma of the classic „mission” of the National Defence and his new tasks. According to argument in lack of such a great menace we have to maintain the local defense abilities. Although the other argument claims that our country is not menaced by terrorism which requires local defense at the present time either hereafter.

Questions connected to the safety, feeling of safety-specially after 11 septembre 2001-become conspicuous in the bosom of citizens. The rise of the feeling of menace turns the population's and the media's attention to the army. Image elements, acts, achievements, publicity alike play a part in forming of opinion of the novatory army. The great-, and opinion influencing role of mass media is beyond dispute, that is the reason why we are forced to ask the following question.

Which more elements are need to use more dominant in order to make approached the freak vision of the army to the real one, and what kind of compare methode can be used to mesure self and mirror image, the vision created by the army itself and by the public opinion?

I created my own methodic and measure model in the multi level research process by what I answered these questions

1. questions to analyze in the research process: the simply quantitative, statistics measurements do not represent in analyzable way the impregnated beliefs, facts, attitudes. We also need qualitative methods to analyze them. *Hypothesis:* my model and the research methodic which contains both models is able to analyze the Corporate Identity and Image system.

2. questions to analyze in 2004–2005: since September 2001 increased the terrorism menace. As a matter of the researches we can not leave the fact out of consideration that the rising terrorism takes effect the feeling safety of Hungarian citizen. *Hypothesis:* During the analyzed period the feeling safety of men was stable while the women's was unstable.

3. questions to analyze in 2004–2005: The appearance in Iraq gave a chance to the reforming Hungarian Army to show up in a new cue toward the public opinion. The NATO charge in Iraq (and its communication) takes effect to the judgement of the public opinion. *Hypothesis:* The appearance in Iraq gives the army a trial to form the public opinion, and takes positive effect to the judgement of the reforming Hungarian Army

4. questions to analyze in 2005–2006: In the mass communication medium we are forced to use some of them by far the most in order to approach the negative image to the real one (reformed structure and reformed culture) of the army known by the public with special regard to the young aged people who become the reinforcement of the voluntary army.

Hypothesis: In the communication with younger age-group, the classic paper-based communication tools (daily, monthly newspapers, brochures) grip less than before. In a part of the teens the use of the „Cyberspace”, Internet were emphasized (specially at urban teens). The other segment lay stress on media. For other groups of the teens the extreme sports and leisure time activities, events are challenges.

Az 5. questions to analyze in my secondary research in 2007–2008, Base theory: the military higher education has an important role in the reinforcement of civil-military relation because *the graduated students* (those are authentic opinion leaders) are the trustees of *the contact-establishers of the civil sphere*. *That's why beyond the professional knowledge they need to know the human sciences also.*

2. SUBJECT AND METHODS

The center of my treatise is the above mentioned analys. I created my own methodics by analysing the hungarian and foreign theories and models elements, than transferring and synthesizing it to my own model.

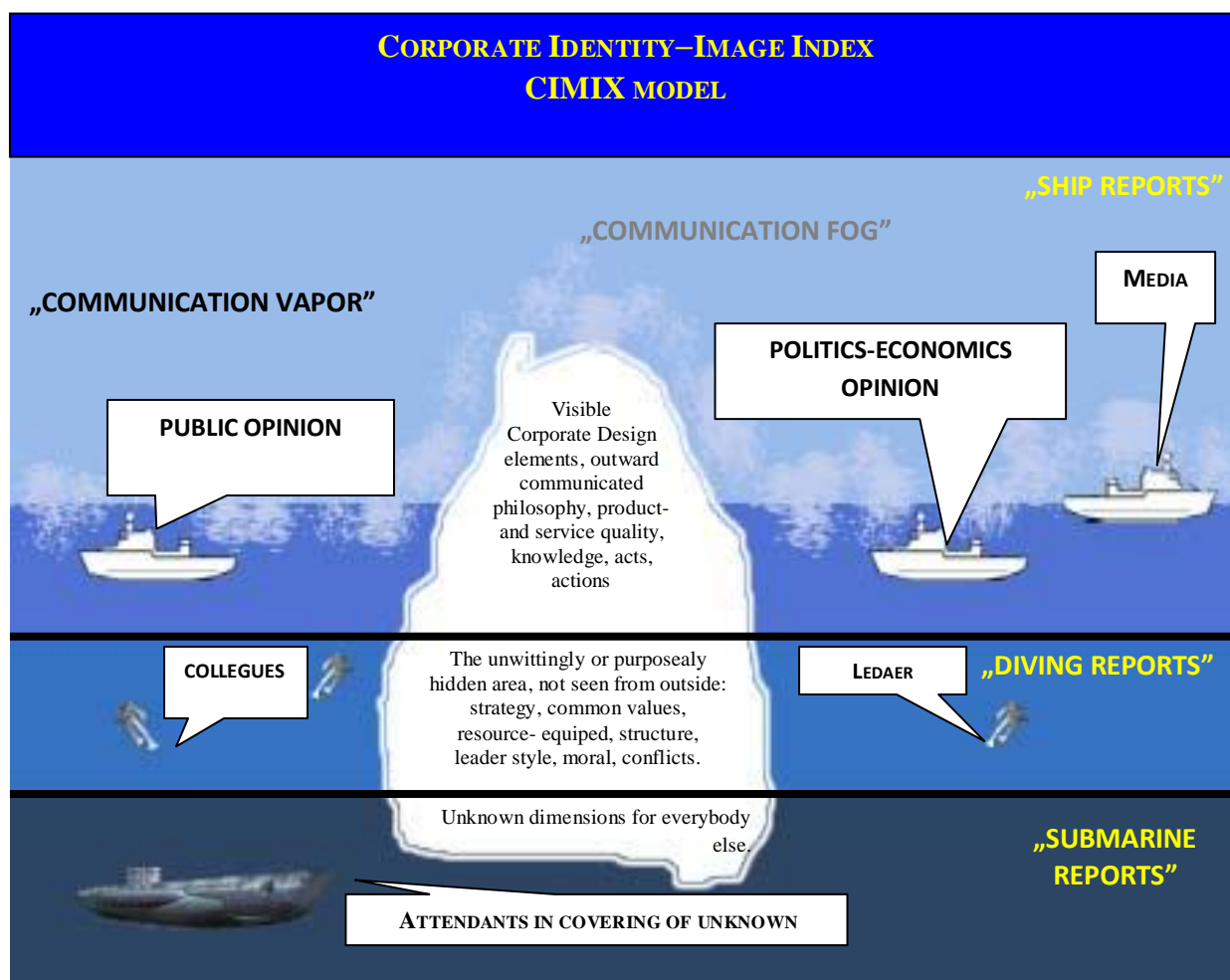
I created a definiton connecting to the relation of organism culture and the communication, what represents the scientifics value of the treatise as „Corporate Identity–Image Index” (CIMIX) calculation based on organism cultur „ice berg” theory, the „communication evaporation”, „communication fog”, „ship reports”, „diving reports”, „submarine reports”.

Based on my theory, I prepared the structure of the general system questionnaire (as meter) to the empiric research and I adapted it to the system of Hunarian Army. *My scientific aim was to testify and develop the applied model and questionnaires.*

2.1 Basic though, a Corporate Identity–Image Index (CIMIX) modell

1. illustration:

CIMIX model



My model base is the „iceberg” organizational culture analogy, and the attached Corporate Identity and Corporate Image theory. There are three levels in my system according to the organizational culture and the attached communication. My labels „ship reports”, „diving reports”, „submarine reports” are adapted on the one hand to the Corporate Identity, on the other hand to his communications levels. The iceberg is the organization itself. Effects and judgements seen and felt by everybody is the image, the level of „ship reports”. This is the surface, the external, social environment of the organization, expressed by public opinion-groups. On the illustration you must imagine several smaller and bigger ship according to the targetgroups of the organisations given. The organisation visualizes the image about itself by Corporate Design elements, acts, actions, publicities above the surface of the water. However the iceberg is dynamic, see in short or long supply depending the calculated communication. The individuals, the opinion leaders, public opinion groups, segments exchange opinions about their judgements (other words) and communicate it in different channels by sending theirs „ship reports” to each others. The largest meaningful and influencing „ship report” is sent by media towards diverse public opinion groups. These media messages are able to be formed by the organisation on the level „diving reports” (press conferences, other publicities). It means that the communication shares informations by which the organizational acts become explained and understood on the „ship report” level. One of the army models exposed, in what dr. ISASZEGI János quotes the „unknown army expert” in the 21th. issue of Népszava in 2001. „By reason of the lack of deep insight of experiences of the structure and technical state of Hungarian Army, it’s unadapted to participate to the fight against terrorism. If after all the States takes his alliances into the revenge of the terror attack suffered, the Hungarian Army he can not offer anything but his intelligence agency service to NATO. ” Mr. Isaszegi repels each sentences of this laical and unestablished opinion coherently. He does it as a person knowing well the professional background, well prepared, known as a great authority, authentic organizational member, so in meaning of CI he does it from the level of „pimssoll report”. His „answer” appeared on a professional conference (internal public opinion) and his study volume (professional public opinion), it means on communication level that the message became communicated on the „diving report” level. We have no idea about the number of readers that issue of Népszava within it the above mentioned article, than we have no idea about wrong illusions matured among readers influenced by false statements and opinions and caused a chain reaction in public opinion. On the basis of my model Mr. Isaszegi’s exact and categorical answer should be communicated on the level „ship report” it means following the distortional opinion in the Népszava should be appeared in the shortest time. Although in this case we could have no idea about the numbers of the readers of the answer for this article but definitely should be „new” readers who get true and adequate informations about army and they could spread the correct information in their environment.

On the strength of this example I put the definition „communication vapor” and „communication fog” clearly. Each organisation has to take into consideration in a manner CI, the fact that from the level „diving reports” from the internal public opinion (colleagues) informations and opinions are communicated and leaked out – it means evaporate – toward the surface. It could happen that the management „evaporate” consciously. I reckon *the communication evaporation* as a hard controlled phenomenon. The communication vapour appeared on the surface could contain positive and negative opinions also. In spite of the vapor if the visible part of iceberg is edgy it means that the picture shown is fit for the organisation’s aim, and the effect what has had on the image is low. In case of evaporating a great quantity false informations and opinions to the surface – e.g. the incomplete communication with the colleagues what creates gossips- create a communication vapor what becomes a negative phenomenon because it could hide or adumbrate the picture seen on the surface. This fact has a negative effect on the forming image. That is the reason why the organisation (and his management) will not understand the reason of the misunderstanding of his environment (mirror image) as itself understand it. (self image). In the self-consideration becomes a *Blindspot*. According to me the Blindspot means that the organisation does not see, does not want to see or it see in a different way itself (ostrich policy). The reason of difference between facade and image (CIMIX Difference) could be determined by comparing the results of researches on the level ship reports (external judgement) and diving reports (internal judgements), just as the Corporate Design elements. It could be determined also by analyze of the adequacy of the communicational (PR) tools and channels. Issue from the functions of the HRM and PR the CIMIX cover the internal and the external public opinion also. The CIMIX Difference ($CIMIX_{DI}$) shows us the difference between the judgement of the internal and the external public opinion. If the $CIMIX_{in}$ and $CIMIX_{ex}$ values are closely the same, the Self and the Mirror image are in mesh with each other. The image projected towards the public and the image created by the public is corresponded. If the ratios are different, asymmetry rises. If $CIMIX_{ex} > CIMIX_{in}$ then the external public opinion has a positive image than the organisation has. The analyze of $CIMIX_{ex}$ is a classic *PR (external communication) task*. If $CIMIX_{in} > CIMIX_{ex}$ the organisation has a more positive image about himself than his environment has. The stratification of internal public opinions can be reached by segmenting of leaders and colleagues target groups. This is the method of demonstration the differences of judgements of colleagues and leaders, the blindspot of the organisation, the potential points of view, opinions, attitudes of what’s analyze is an HRM task. The *submarine level* is the multitude of suppositions of internal and external public opinion, the „world” of prognostication about the behavior of an organisation in an unexpected situation. How would the organisation „behave” in financial crisis or in other catastrophe? That’s the responsibility of the management to have a communication and act plan to handle these cases also.

2.2. Research parameters

BASIC (FIRST LEVEL) RESEARCH FEBRUARY-AUGUST 2004, EXPLORATORY, in what I would get a picture from the questions brought up. The *basic crowd* (612 persons) and the *ordinal variables* (domicile, age, learning) are not representatives. In point of the *nominal variable* (man-woman rates) I would represent the whole society. I planned a *panelinquest* but it did not realize by reason of lack of interest in the 86% of samples who did not tackle to be asked again. I wanted to meet the requirements of the *endurance* by using the method of *deepinterview*.

The point of view of choosing method was the theory: if the interviewed persons are asked by a person who is known by close to them they would give more true answers. As far as I'm concerned the choose of the interviewer persons was considered. Before the basic research – take into consideration the ages (15–25 age-class) and the interviewers too as *stratified* – I gauged my interviewer's opinions, points of view, attitudes in the framework of analyzes of target groups (two groups) in connection with the topic. It was the period of testify of basic sample questionnaires at the same time. During the interlocution I served relevant and authentic informations of Hungarian Army by using closed, opened, QMC, scaled questionnaires contained items and main questions in present and in future.

I wanted to create my interviewers own authenticity, prepare them for the expected resistance, negativ opinions. During the testing I observed about scaled questionnaires contained a large scale that is the reason why I reduced it in the first correction process to four grades. I compiled my questionnaires with the end of view of the validity (7s model, moral, ethic, communication, formes), present-future orientation (submarine reports level), in what manifest the Corporate Identity and Corporate Design elements and the habits of media choosing. Hereby the quantity of the mesur became huge which suggested that the longitude of interviews will be long and trying.

The interview quota raised 20 persons by interviewer. The point of view to choose of the persons interviewed was a woman-man nominal rate. The other point of view the *trustfulness*, what means the interviewed persons give more faithful answers by knowing their interviewers. This part of research finished in september 2004. This is followed by evaluation, taking conclusions, correction which became the basic point of the next level, the segmented research.

The experiences of accounts reinforced the presupposition after what the interviews are longue and trying. Verified the presupposition after what the answers and the willing answering depend to the interviewer person. According to this results and presuppositions I developed the following segmented research methods.

SEGMENTED (SECOND LEVEL) RESEARCH DECEMBER 2004. – MARCH 2005. *DESCRIPTIVELY*, questionned person quantity: 100 persons, scale rate is the age-classed intervalle mesure rate, 15–21 aged. Method: the structured questionnaire used by pollster: CIMIX_{ex} structured questionnaire-system at the level „ship reports”. I noticed the weak points of the first level, a took in consideration the attention range characters, that is the reason why I restricted the questionnaire the following topics: media habits, interest, store of learning (by using the tools of communication).

SEGMENTED (THIRD LEVEL) INTERNET RESEARCH OCTOMER –DECEMBER 2008.. A „Structured questionnaire in order to judge the Internet webpages by using CIMIX_{ex} és CIMIX_{in} model”, questionnaire used for 20 of my college student whom I asked to test these webpages contained military subject. The testing passed in frames non organised. The results are in a range spectrum contained differents results. I adjudged that my statistics datas could not reflected the real estimations. By reason of the big contradictions, as researcher, I thought of „fable” of results, that is the reason why I realized that this inquest must be performed in laboratories to be authentic. The results of research contain confirmations, rebutments, and unexpected considerations also.

3. CONSLUSIONS, MOTIONS, SCIENCITFIC RESULTS, OF THE RESEARCH RESULTS

In connection with the reorganisation of the Hungarian Army to voluntary army I projected the possible thoughts, acts, actions, alternatives of the relation of organizational culture and communication. The academic results of the CIMIX model and mesure methodic on the „ship reports” level are the following:

3.1 Conclusions

- 1) From the analyze of the answers of base ensample and those taken from the youngest aged group take on characters the following fact: the communication of the process of reform of Hungarian Army and the making attractive of voluntary army should be planned and achieved more directly and taken into consideration of the public opinion.
- 2) According to the analyzed ensamlpe, the quality, the contain and the effect attractive of the informations reached for the young were not satisfying.
- 3) The organisation does not communicate with the public through the most effective channels.
- 4) The cultural traditions of Hungarian Army have finished! A „cultural blank” issued (mostly the young aged group) in the image evolved from the „cognition, perception” in connection with the army. Need to be made an end of this blank and „rebuild” this part of the image by introducing new point of view, new ideas who respect the tradition.
- 5) We can appoint that the role of Hungarian Army in the society trend towards the „daily act and actions”. In these „daily function” he has to get the respect in Hungarian society.

3.2 Motions

I reforced or disaffirm my hypotheses, I draw a conclusion and I made suggestions. In the communication with the youn generation the traditional paper based communication tools (daily and monthly newspapers, prospects, brosuers) do not intrigue them. For the other groups of the young generation could be an attractive thing the extreme sport and leasures activites- my presupposition came true. A part of the young generation lay emphasis on the use of the „Cyberspace”, Internet (specialy among the urban youngs). The other semgent favours the entertainment media – but it is not proved, that is the reason why I *suggest* the actually applied and planned communication tools by the Hungarian Army will be incased using a concrete denomination in the CIMIX_{ex} structure.

The questionnaire „up-dated” by these requirements with a *character quantitave, in big size, adapted to the young age-class* will be used. The informations gained from the analyze marks appoint the new communication focal points.

In my research the changement of the young generation’s leasure and sport activity-structure (paint-ball) I *suggest* then the reinforce these activites e.g. *the organisation of a national military-civil championship*, and the connecting media appearance. There is an important fact: the names of those soldiers who have a great achievement appear permanently in several level of the media which initiates the „*daily ideals and heros making up*”. The frequent emphatize of the great militars’ name who had a standout results in sport activie in the media get hold of the young generation’s mind at the level of image and it’s getting manifest as „ideal”.

I see it necessary to do in case of protection agains inundation or in case of other daily activites of the army who „show” his functions. By appropriate communication – according to my analysis - is possible to „bring back” the swamed ideals. According to the internationals experiences I *suggest to* renforce the press – web – and blogmonitoring daily renforce in order to avoid the distortional effects of communication mainly in the domain of paper based media and of Internet. The screening requires the *immediate reaction* adequated to the level of the message.

I *suggest to* integrate the human scienctifics and subjects to the military higher education who reinforce and help the HRM to fill up his communication function, cause the students – besides professional-tutorial management – could realize concrete communication programs, research projects and make an abstraction from it. With this integration the could be realized the big events and the daily mediamonitoring act too cause the „organizer capacity” could be available in the military higher education also. The participation to the activites organized is a professional practice and getting routin at the same time for students, which has a positiv effect in the personality and in the military then in the daily working. Those students who work in the „civil life” (local government, civil organisation) by getting the military knowledge and the education see the system of correspondences, become authential opinion leaders and they will be able to maintain a good military-civil relationship. With the synergia of the military communication, the military and human knowledge are a good combination for the graduated to be able communicate more effective towards the national public, toward the EU and the NATO.

3.3 Scientific results

I consider as scientific results in theoretical level based on empirical research the followings:

- 1) In connection with „C paradigm” I developed the leader’s organizational culture reforming functions too.
- 2) Proceed to analyzing several cultural models, (Müri, Handy, Hofstede, Kono, Slevin&Covin, Szabó) and communication theories (Corporate Identity, Corporate Image, Corporate Design) I created an *original (CIMIX) model*, which symbolizes the organizational culture and his communication aspects (doubled level meaning). Besides the presentation of the basic model I introduced his function, process also.
- 3) With reference to the model I used and *interpreted definitions not found yet in the specilized litterature as* „communication vapor”, „communication fog”, „ship-submarine reports”.
- 4) I build upon the model in the context of organizational culture and communication, I laboured the levels definied by myself and I testyfiied my measuring instrument-system, (just as I adapted to the organisation of the Hungarian Army). This system consists of a quantitativity questionnaire and qualtiativity interview and good for both of them.
- 5) *I arranged in independent structre* the army knowledge („onion” model)

3.4 Useability

The treatise, scientific theories, models and the research results and motions useability come true the following domains:

- WAR DEPARTMENT: Research Department: *Apply* of the theories, models and research methodic.
- HIGHER EDUCATION: *individual researches*, dissertation- and degreework, OTDK subjects, publications, R+D OD projects.
- HUNGARIAN SCIENTIFIC LIFE, INTERNATIONAL PUBLICITY: *electronical and paper based professional article, publications*, lecture notes, educational auxiliary materials about user’s experiences, *in hungarian and in foreign language*, professional litterature of communication, of army, organizational development.

Following the military segment, in 2009 I performed the test at a civil organisation also. My model and my research methodic with some more developments and refinements could be used in organizational developmnet and could be the base of a future, more important image-survey. It could raise thoughts, (contrary) opinion of what disputation can promote the development of this domain.

SUMMARY

The society attitude has changed in connection with the armed forces during the democratisation processes. Subsequent upon the evolution of the society the values that had changed made a difficult situation for the armies. One hand the only way to guarantee the fight for the army which is written in constitution if it sets off the ordainments specified the soldiers' duty other hand these ordainments do not or partially meet the requirements of social consensus. This judgment – which is shown up in the prestige of the army or his representers, more specified in the maintain of the army, in the setting of a base, in the guaranting of an exercise-system – is important. Dr. SZTVORECZ András brigadier general said: „To become voluntary army shows up a whole nation's ambition and decision. The regard of our future and developing of skills this change is very important because by forming the voluntary army makes changed the whole back ground of the Hungarian Army and his service theory.”

The army reform started in 2000. contains the reform of crew-politics, the modernisation of technical tools, the reform of the army and the institutionalisation of the NATO standars. The results of the reform and modernisation of Hungarian Army must be an organisation military more effective, more mobile of what the leader system is smaller and more effective, the quarter-deck and the managerial band decrease and the strenght rates become the same as in the NATO. During the development of the army we have to lay emphasis on the military skills performance adequated to national and international needs. In the frame of process and modernisation we create an army which is voluntary, professional, could be applied for many tasks, well equiped, well trained, could be flunged and could be financed. The most important challenge of this army is the peacekeeping in the strenght of internationals contracts in the near future. It becomes more and more accepted the international military work- and tasksharing and the formation of multinational corps.

The futur of armies is the peacekeeping, resolving conflicts without victims and losts, protecting the population safety and condition of existence. The process of military foreces changing accelerated and communicated towards professionan and civil public opinion. We can affirm: the relatin of hungarian society with the voluntary army *was supporting during the transformation and it is supporting nowday too according to datas acquired annually from 1992 to 2002 in the exprimental researches.*

CURRICULUM VITAE

PERSONAL INFORMATION

Name

E-mail

Nationality

WORK EXPERIENCES

- Date
- Name and address of employer
- Occupation or position held
- Main activities and responsibilities
- Date
- Name and address of employer
- Occupation or position held
- Main activities and responsibilities
- Date
- Name and address of employer
- Occupation or position held
- Main activities and responsibilities
- Date
- Name and address of employer
- Occupation or position held
- Main activities and responsibilities
- Date
- Name and address of employer
- Type of business or sector
- Occupation or position held
- Main activities and responsibilities
- Date
- Name and address of employer
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2001-2011

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Social Sciences Institute Tessedik Sámuel street 6, Gödöllő, 2100

Assistant Professor

Leadership (practice), HRM, PR, conflict solving, personnel techniques, professional practice, trainings. elaboration and accreditation of the BA Communication- and Media Sciences

2001-

College of Modern Business Studies Tatabánya-Budapest
Fiafű street, Budapest, 1131

contractual academic

HR management, business management

2001-

Szókratész Foreign Trade Academy Budapest, Liget u. 22.

contractual academic, trainer

Marketing communication subject
communication training for leaders

1998-2001

College of International Management and Business -PR Department
Dióssy L. street 22, Budapest,

Assistant lecturer

principal subjects: business and public communication, PR, event and catering presentation techniques, HR, change management, communication training

1995-1998

REANAL JSC. Telepes street 52., 1146 Budapest

PR manager

Marketing communication of REANAL JSC

1992-1995

Freelance

Communication-, PR and HR consulting.

External consulting, MPRSZ oktatási titkár

communication, PR, HR activities, customer service, coaching training for firms

1990-1992

Boss Manager Club

Service and Consulting Ltd.

assistant

Daily publishing: editor, corrector

1982-1990

Szakra Press

Corrector-revisor

Proof-reading, revision of daily and other issues

EDUCATION AND TRAINING

• Date	2004-2011
Name and type of organisation	National Defence University PhD studies
• Principal subjects/occupational skills covered	The relations of organization culture and organisation communication
• Title of qualification awarded	Before thesis defending
• Date	2004
Name and type of organisation	Tempus SAKK
• Principal subjects/occupational skills covered	Projectmanagement – tender writing
• Title of qualification awarded	SAKK accredited projectmanager
• Date	2003
Name and type of organisation	National Company of Organisation Developers /Barlai Róbert
• Principal subjects/occupational skills covered	Trainer skills
• Title of qualification awarded	Trainer
• Date	2001
Name and type of organisation	Károli Gáspár University Supervisor formations <i>preparation state</i>
• Principal subjects/occupational skills covered	supervisor
• Date	2000
Name and type of organisation	Price Waterhouse Coopers CHAMP (Change Management Project)
• Principal subjects/occupational skills covered	Consulting skills
• Title of qualification awarded	Accredited PWC consulting
• Date	1999
Name and type of organisation	Budapest University of Technology and Economics
• Principal subjects/occupational skills covered	School of Distance education tutor/ Multimedia curriculum preparing
• Title of qualification awarded	Distance education tutor and curriculum developer
• Date	1994-1999
Name and type of organisation	JPU Human Resource Management
• Principal subjects/occupational skills covered	Human Resource Management
• Title of qualification awarded	Human Resource Managemet diplome
• Date	1996
Name and type of organisation	Dale Carnegie Leadership skills – and personal development training
• Principal subjects/occupational skills covered	Communication skills and competences and leadership
• Date	1992-1994
Name and type of organisation	MUSZ-PR Alliance Public Relations (professional) course
• Principal subjects/occupational skills covered	PR theory
Language certificate	Germany- intermediate 'C' - ECL
Computer skills	English basic 'C' - ITK
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HAJÓS LÁSZLÓ – GŐSI MARIANN: HRM coursebook chapter 2., HEFOP 3.3.1-P-2004-06-0071/1.0 2006.

HAJÓS LÁSZLÓ – BERDE CSABA (ed.): Human Resource Management, Szaktudás Kiadó Ház BUDAPEST, 2008. (co-producion with Hajós László, chapter II.) PROFESSIONAL BOOK WON NÍVÓ PRIZE 2009.

LECTURES NOTES:

NYÁRÁDI GÁBOR NÉ – GŐSI MARIANN: Business and public communication in hungarian language. CIMB, lecture notes, (editor and co-editor) Budapest, 1998/1999.

GŐSI MARIANN: Human Resource management in the system of the organisation.

SZIU, Gödöllő, lecture notes 2006.

MÉSZÁROS ARANKA – GŐSI MARIANN: Communication and negotiation technics, notes. SZIE/PMVA, Gödöllő ROP-3.3.1 'How to find easily a job on the labour market' training programs 2005-2007.

GŐSI MARIANN: Public Relations in the system of the organisation SZIU, lecture notes, 2009.

KOMOR LEVENTE – GŐSI MARIANN: Leader and communication knowledge TÁMOP 4.1.2-08/1/A SZIU, Gödöllő, lecture notes 2010.

KOMOR LEVENTE – GŐSI MARIANN: Communication skills development SZIU, Gödöllő, lecture notes, 2010

CONFERENCES, LECTURES:

GŐSI MARIANN: The influence of the Organizational culture on the strategy and on the staff development. VIIth National Human-politics Conference Budapest, 1998.

GŐSI MARIANN: The problem solving process. Xth Human-politics Conference, Siófok, 2000.

GŐSI MARIANN: Human Resource management in the practice of the school leaders, course. Wordbank Program for highschool leaders ME Budapest, 2000.

PRINZHAUSEN JUDIT – GŐSI MARIANN: The reputation of the coaching on hungarian market. SZMT Conference Szeged, Septembre 2004.

GŐSI MARIANN: Terrorisme judged by the hungarian media. NDU, 10 Novembre 2004.

GŐSI MARIANN – PEŐCZ PÉTER: Organisation relations in terms of awareness and openness, course, French Chamber, HR Klub, march 2005.

GŐSI MARIANN: Expectations, changes of new structures of communication factors (Bologna system). Professional Conference SZIU, Gödöllő, April 2005.

PROFESSIONALS CASE STUDIES:

„Labour market skills needed test which fit to european practice in order to develop the hungarian education”. Research at Management Department SZIU, Gödöllő sponsored by ME.(part-time work: Skills requirements arrangement by EU standard) 2001. (Research team part time work)

INDIVIDUAL RESEARCH CASE STUDIES:

The examination of the relation of organizational culture and communicational culture at Hungarian Army helped by CIMIX model. Individual research case study in the frame of NDU PhD studies 2004–2011.

SUMMARY CASE STUDIES:

In the last four year I prepared theoretical and case studies for the competitive sector (service sector, informatics, media, productive sector).

POINT OF CONTACT TRAINER, CONSULTING, ORGANISATION DEVELOPMENT:

1992-1995	HR, PR guidance and training for beginner small business.
2000-	Organisation development consulting and leaders training at Municipal in the CHAMP project.
2000-	National Defence Organisation Leadership training. National business HR communication training for leaders.
2001-	Strategy creating training for leaders for on of the organisations of the Ministry of Education (ME).
2002-	PR consulting for Parliamentary election campaign.
2002-	New small part's future representatives' Consulting
2005-2006	Organisation development project for national service network. indoor/outdoor skills development and coaching training for leaders.
2007-2008	HR coaching training
2009-2010	Training for elected deputies of Organisation of Representation of Interests
2009-2010	Third sector's organisation outplacement program (200 persons)
2010-	Customer service communication training for public utility companies
1998-2011	Trainings for undergraduates and students: self-knowledge, communication, conflict management, negotiation techniques, career-socialisation, effective presentation.