



HUNGARIAN UNIVERSITY OF  
AGRICULTURE AND LIFE SCIENCES



**14<sup>th</sup> International Scientific-Methodical-  
Practical Conference on Sustainable  
Regional Development  
Economics, Management, Law and Technology  
Opportunities 2021**

Klaipeda, Lithuania, 1-2<sup>nd</sup> October 2021

Abstract Book

Editors: Jurgita Martinkienė, Sergey Vinogradov





14<sup>TH</sup> INTERNATIONAL SCIENTIFIC-METHODICAL-PRACTICAL  
CONFERENCE ON SUSTAINABLE REGIONAL DEVELOPMENT

***ECONOMICS, MANAGEMENT, LAW AND TECHNOLOGY  
OPPORTUNITIES 2021***

***Klaipeda, Lithuania, 1-2<sup>nd</sup> October 2021***



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Jurgita Martinkienė – Sergey Vinogradov

Magyar Agrár- és Élettudományi Egyetem  
Gödöllő, 2021

Editors

Assoc. prof. dr. Jurgita Martinkienė  
(Lithuania Business University of Applied Sciences)

Assoc. prof. dr. Sergey Vinogradov  
(Hungarian University of Agriculture and Life Sciences, Gödöllő, Hungary)

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LITHUANIA BUSINESS UNIVERSITY  
OF APPLIED SCIENCES  
*Discover the power of knowledge*



14<sup>TH</sup> INTERNATIONAL SCIENTIFIC-METHODICAL-PRACTICAL  
CONFERENCE ON SUSTAINABLE REGIONAL DEVELOPMENT:

***ECONOMICS, MANAGEMENT, LAW AND TECHNOLOGY OPPORTUNITIES  
2021***

***Klaipeda, Lithuania, 1-2<sup>nd</sup> October 2021***

Co-organized by:

*Lithuania Business University of Applied Sciences, Klaipeda, Lithuania  
and Hungarian University of Agriculture and Life Sciences, Gödöllő, Hungary  
Warszawska Szkoła Zarządzania-Szkoła Wyższa, Poland  
Banking University, Ukraine  
University of Tetova, North Macedonia  
Sumy State University, Sumy, Ukraine  
Easter European Development Agency, Slovakia  
European Institute of Further Education, Slovakia  
Klaipeda City Municipality, Lithuania  
Klaipeda Chamber of Commerce and Crafts, Lithuania*

## **ORGANIZATIONS AND COMMITTEES**

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## WELCOME MESSAGE FROM THE CONFERENCE CO-CHAIRS

*Dear Conference Participant,*

On behalf of the Organising Committee we are delighted to welcome you to Klaipeda, Lithuania at the 14<sup>th</sup> International Scientific–Methodical–Practical Conference “SUSTAINABLE REGIONAL DEVELOPMENT: ECONOMICAL, MANAGEMENT, LAW AND TECHNOLOGY OPPORTUNITIES – 2021”.

The conference aims to provide a platform for experts, professionals, researchers and students to share the updated information and stimulate the communication with each other. Collaboration is another keyword as the conference is organised in collaboration between Lithuania Business University of Applied Sciences (Lithuania) and Hungarian University of Agriculture and Life Sciences (Hungary).

The conference program comprises presentations from distinguished researches in the field of sustainable regional development, and important contributions that provide new insights into Business, Management and Economics and other areas of social sciences.

The conference has 5 topics, there are:

- Public Administration and Society, Human Development, Education Management,
- Organization Management Problems,
- The Role of Tourism and Environmental Management in Economic Development,
- Sustainable Economic Development,
- The Role of Technologies in Economic Development.

We would like to thank all of the authors of submitted papers and the attendees for their contributions and participation.

We would like to extend our deepest appreciation to the exceptional work rendered by all conference teamwork. We also thank all the experts who have dedicated their time to review abstracts and assist with organisational tasks.

We look forward to seeing your paper submission and meeting you in 2023 in Klaipeda again.

Prof. Dr. Yuriy Bilan  
Rzeszow University of Technology, Poland  
Conference Co-Chair

Prof. Dr. Valentinas Navickas  
Kaunas University of Technology, Lithuania  
Conference Co-Chair



## **ABOUT LITHUANIA BUSINESS UNIVERSITY OF APPLIED SCIENCES (LBUAS)**

Lithuania Business University of Applied Sciences (LBUAS) is a modern, open to society and independent higher education institution founded in 1994 that prepares professionals in social and physical sciences who are focused on Lithuanian and European labour market. LBUAS entails promising career opportunities, international exchange and leisure time typical for students.

**Mission.** Lithuania Business University of Applied Sciences is determined to prepare creative, qualified professionals, to establish conditions for a lifelong learning by granting a professional bachelor's degree and to carry out the applied research that is necessary for a regional development.

**Vision.** Lithuania Business University of Applied Sciences is an innovative, transparent, socially active and liable higher education institution, internationally recognized, versatile to the developments in the labor market and prepared to meet the needs of society.

Lithuania Business University of Applied Sciences integrates the latest IT technologies into the study process and due to this, it creates versatile and engaging means of studying. One of the main aims of the university is the improvement of study quality. Interactive lessons and various methods of engaging are being used in the process of the studying. The university has been equipped with laboratories of CISCO, construction materials and criminology together with a simulation courtroom also leadership and tourism laboratories.

It is the purpose of Lithuania Business University of Applied Sciences to ensure that students not only acquire as much work experience as possible, which is required in professional activities, but also the newest theoretical knowledge. The university has established a wide network of cooperation with various businesses and social partners therefore it provides students with internships and future placement opportunities. The university also has a practical training firm "Biurometa", which simulates the activities of real companies, which trade with one another through "Simulith" center in Lithuania and in the EUROPEN network within the world. In order to prepare students for the labor market, the university has also established a career center which is providing career support for the students and graduates.

In Lithuania Business university of Applied Sciences lecture teachers who are professionals and practitioners in their own fields. In LBUAS lecture lawyers, legal experts, specialists of banks, finance and audit department managers, marketing and sales department managers, programming specialists, web developers, business owners, athletes, event organizers, forwarding agents of logistics etc.

Lithuania Business University of Applied Sciences maintains close relations with social partners in order to ensure high quality, modern, labor market-oriented studies. Among University social partners there are following organizations: SE Klaipėda State Seaport Authority, Klaipėda County Police Headquarters, UAB/Ltd "Klaipėda" hotel - Amberton, UAB/Ltd "Baltic clouds", PE European Consumer Center, UAB/Ltd Marine staff - General Crewing, Association "Klaipėda region", UAB/Ltd Idėjų balansas (ideas balance), UAB/Ltd Litlafas, Klaipėda Tourism and Culture Information Center, UAB/Ltd „Balco LTD“, UAB/Ltd „Vlantana“, UAB/Ltd „Nesė Group“, BI Klaipėda City Social Support Centre, Chamber of Notaries, District court of Palanga city, District court of Skuodas region, UAB/Ltd "MK laivyba" and other organizations.

Lithuania Business University of Applied Sciences actively engages in international study and science programmes, expands the network of international partners, have the lead among Lithuania Universities (non-university higher education institutions) in the participation of teachers and students in international mobility programs. The University maintains strong cooperation relations with Estonia, Sweden, the Czech Republic, Denmark, Turkey and higher education institutions of other countries, has its own representative for Asian countries in India, cooperates with other foreign businesses, non-governmental sector, education organizations. Under Erasmus + exchange programme students are given the opportunity to study and practice abroad. Lithuania Business University of Applied Sciences has partners more than in 50 foreign countries. Students can take an advantage of other European countries experience in their study programme field subjects. Every semester 20 students from Turkey, Spain, Portugal etc. come to study at LBUAS. LBUAS students gain new skills and experience in international communication.

In Lithuania Business University of Applied Sciences students are particularly encouraged to be initiative, active, enterprising and internationally minded. The University has an active students' union, economists and lawyers clubs, legal clinic, students are constantly encouraged to take part in extracurricular activities, students are actively involved in organization and participation of the university internal and external events.

Lithuania Business University of Applied Sciences carries out applied researches necessary for regional development and scientific development works, regional problems are discussed in the annual international conferences "Regional issues: economy, management, technologies", in which representatives of businesses, associations and higher education institutions participate. Regional problems are discussed also in the systematic scientific-research journal "Management" published twice per year by the University in international databases CEEOL, EBSCO and Index Copernicus.

Lithuania Business University of Applied Sciences is a socially active and public-spirited higher education institution. The University together with the Order of Malta every year organizes a mass event in Klaipėda city - Gerosios zvaigždės ėjimas (The Run of the Good Star). The main goal of the event is to raise money for the single elderly people who cannot take care of themselves. Lithuania Business University of Applied Sciences also patronizes the pupils of the children's home "Smiltele". At Christmas time the pupils are visited by the students of the University. The students entertain them with performances and gifts.

There are many study programmes available at LBUAS – here you can choose from 10 different study programmes and 27 specializations.

About 1 000 students are currently studying at LBUAS, there are open departments and centers in Klaipėda and Vilnius.

The University has a license for its activity issued by The Ministry of Education and Science of the Republic of Lithuania. Diplomas issued by the University are recognized not only in Lithuania but also in all EU. The qualification of graduates is indicated by a professional bachelor's degree.

## **ABOUT HUNGARIAN UNIVERSITY OF AGRICULTURE AND LIFESCIENCES (MATE)**

With the foundation Hungarian University of Agriculture and Life Sciences (MATE), one of the largest agricultural-focused, multi-disciplinary higher education institutions in Europe was established on 1 February 2021.

With such a long history and legacy of excellence, Hungarian University of Agriculture and Life Sciences stands as a central pillar of higher education in Hungary and throughout the region.

Milestones in the history of MATE:

- 1787 Faculty of Veterinary Medicine founded.
- 1880 Ybl Miklós Technical College founded.
- 1917 Teacher Training College, Jászberény founded.
- 1920 University of Agriculture was founded in Budapest.
- 1950 University of Agriculture moved to Gödöllő.
- 2000 Szent István University founded.
- 2011 institutional integration to 7 faculties.
- 2016 integration of 3 faculties (Food Science, Horticultural Science and Landscape Architecture and Urbanism) of Corvinus University of Budapest; and the disintegration of the Faculty of Veterinary Medicine.
- 2020 integration of Kaposvár University, Eszterházy University's Károly Róbert Campus (Gyöngyös) and Pannon University's Georgikon Faculty in Keszthely.

Hungarian University of Agriculture and Life Sciences are organized into PhD Schools with the aim of implementing educational, research and training activities at the highest level of study. The PhD programs are research-oriented, degree-donating projects for outstanding students. The PhD effort involves theoretical studies in a particular scientific area and original research that enriches the knowledge in the field selected for the study. During their doctoral studies, the PhD students are prepared for a creative career in academic life, business, government or industry.

The doctoral degree awarded by the Hungarian University of Agriculture and Life Sciences is an internationally recognized degree as the professional staff of the University enjoys a high international reputation. The PhD students graduated at the MATE easily find employment in business, government offices, higher education or research institutions either in their home country or abroad.

PhD studies comprise tutorial courses, experimental work, as well as preparation and defense of the thesis. Degrees are awarded in ten scientific areas: Animal Husbandry Science, Biological Sciences, Environmental Sciences, Horticultural Science, Plant Science, Food Science, Management and Business Administration, Mechanical Engineering, Regional Sciences, Landscape Architecture and Landscape Ecology.







## CONFERENCE PROGRAMME

1-2<sup>nd</sup> October, 2021, Kultūros fabrikas, Bangu St. 5a, Klaipėda

### Friday, 1<sup>st</sup> of October

09:00-10:00	<b>Arrival and registration</b>
10:00-10:20	<b>The opening ceremony of the XIVth International Scientific Conference:</b> <i>Vytautas Grubliauskas, Mayor of Klaipėda city</i> <i>Viktoras Krolis, Director of Klaipėda Chamber of Commerce, Industry and Crafts</i> <i>Founders of Lithuania Business University of Applied Sciences, prof. dr. Angelė Lileikienė, assoc. prof. dr. Genovaitė Avižonienė</i> <i>Assoc. Prof. dr. Jurgita Martinkienė, Director of Lithuania Business University of Applied Sciences</i>
10:20	<b>Beginning of the plenary session</b> <i>Moderators:</i> <i>Prof. Dr. (H/P) Yuriy Bilan, Rzeszow University of Technology (Poland) – Co-Chair</i> <i>Prof. Dr. (H/P) Valentinas Navickas, Kaunas University of Technology (Lithuania) – Co-Chair</i>
10:20-10:40	<b>Kristina Gontier</b> <i>Representative of the Port of Klaipėda „KLAIPEDA PORT: Implementation of Expansion Projects in line with a Green Port Policy”, International Relations Manager, Klaipėda State Seaport Authority, Lithuania</i>
10:40-11:00	<b>Dr. Fogarassy Csaba</b> <i>“Circular economic business solutions and opportunities within the European Green Deal program”, Hungarian University of Agriculture and Lifesciences, Hungary</i>
11:00-11:20	<b>Prof. dr. Stasys Paulauskas</b> <i>“Smart growth: tools and application”, Head of Strategic Self-Management Institute, Lithuania</i>
11:20-11:50	<i>Coffee break</i>
11:50-12:10	<b>Prof. dr. Pat Obi</b> <i>“Resiliency of Global Financial Markets During COVID-19”, Purdue University Northwest, United States of America</i>
12:10-12:30	<b>Gediminas Gudavičius</b> <i>“Conversion to smart and green: Creation and implementation of smart and green technologies in seaport terminals”, Head of Communications, Klaipėda Stevedoring Company BEGA, Lithuania</i>
12:30-13:00	<b>Round table discussion</b>
13:00-14:00	<b>Lunch break</b>
14:00-17:00	<b>Parallel sessions (I-II)</b>
17:00	<b>Closing ceremony</b> <b>Awards</b> <b>Lithuania Business University of Applied Sciences, represented by director assoc. prof. dr. Jurgita Martinkienė signing of an agreement with Liudmyla Hanushchak-Yefimenko, Vice-Rector for Research and Innovation Kyiv National University of Technology and Design</b>
18:00	<b>Social event at Kultūros Fabrikas, Bangu st. 5a.</b>

## SECTION 1. ECONOMICAL, MANAGEMENT, LAW AND TECHNOLOGICAL POSSIBILITIES

Moderators: **Prof. Dr. (H/P) Yuriy Bilan, Rzeszow University of Technology (Poland)**

**Prof. Dr. (H/P) Valentinas Navickas, Kaunas University of Technology (Lithuania)**

14:00-14:15	<b>Prof. dr. Angelė Lileikienė, Prof. dr. Pat Obi, Prof. dr. Asta Valackienė</b> <i>Lithuania Business University of Applied Sciences, Lithuania, Purdue University Northwest, United States of America</i> <b><i>An Examination of the Safety and Profitability of EU and US Banks Since Basel III</i></b>
14:15-14:30	<b>Dr. Isabel Palomo-Domínguez</b> <i>University of Seville, Spain</i> <b><i>Design Thinking: An Innovative Educational Method in Advertising</i></b>
14:30-14:45	<b>Assoc. prof. dr. Jurgita Martinkienė, Prof. dr. Asta Valackienė, Lect. Modestas Vaikšnoras</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>Leadership Through Empowerment of Human Resources During the Pandemics</i></b>
14:45-15:00	<b>Dr. Valentas Gružasuskas, Kotryna Pačėsaitė</b> <i>Kaunas University of Technology, Lithuania</i> <b><i>Expert System for the Freight Coordination Based on Artificial Intelligence</i></b>
15:00-15:15	<b>Prof. dr. Marcel Kordoš, Prof. dr. Sergej Vojtovič</b> <i>Alexander Dubček University in Trenčín, Slovak Republic</i> <b><i>Impacts of Brexit on Healthcare Labor Movement Between United Kingdom and Slovak Republic</i></b>
15:15-15:30	<b>Assoc. prof. dr. Simona Grigaliūnienė</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>Cybersecurity: Exploring Threats and Opportunities</i></b>
15:30-15:45	<b>Assoc. prof. dr. Asta Budreikaitė, Assoc. prof. dr. Vytė Kontautienė, Assoc. prof. Raimonda Tamoševičienė, Assoc. prof. dr. Rasa Grigolienė</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>Students' Attitude Towards Volunteering in Sport</i></b>
15:45-16:00	<b>Assoc. prof. dr. Rima Karsokienė, Assoc. prof. dr. Algirdas Giedraitis</b> <i>Lithuania Business University of Applied Sciences, Klaipėda University, Lithuania</i> <b><i>Tourism Service Supply Chain Management Model in The Context of The Pandemic</i></b>
16:00-16:15	<b>Tomas Skripkiūnas, Prof. dr. Valentinas Navickas</b> <i>Kaunas University of Technology</i> <b><i>Real Estate Market Value and Its Spatial Dependency at City Scale</i></b>
16:15-16:30	<b>Lect. Dainora Jankauskienė, Lect. Lina Kuklienė</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>Research of Cultural heritage using remote sensing technologies</i></b>
16:30-16:45	<b>Lect. Justinas Jonušas</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>Digital Therapeutics (online)</i></b>
16:45-17:00	<b>Assoc. prof. dr. Faton Shabani</b> <i>University of Tetova, North Macedonia</i> <b><i>Insurance Market in the Republic of North Macedonia: Structure, Activity and Development (online)</i></b>

## SECTION II. MULTIDISCIPLINARY

Moderators:

**Prof. Dr. Zoltán Lakner, Hungarian University of Agriculture and Life Sciences University (Hungary)**  
**Assoc. prof. dr. Izolda Skruibyte, Lithuania Business University of Applied Sciences (Lithuania)**

14:00-14:15	<b>Assoc. prof. dr. Simona Grigaliūnienė, Assoc. prof. Rasa Romerytė-Šreikienė</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>The fulfilment of employers with the Lithuanian Business University of Applied Sciences students, their professional preparation during the practice in institutions or companies</i></b>
14:15-14:30	<b>Assoc. prof. Putinas Bielskis</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>Tourism Transformation - Industry Insider's View</i></b>
14:30-14:45	<b>Prof. dr. Janis Grasis</b> <i>Riga Stradins University</i> <b><i>The Hybrid War - In the Past and Present</i></b>
14:45-15:00	<b>Assoc. prof. dr. Izolda Skruibyte</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>The Challenges of The Assessment of Corporate Social Responsibility in The International Context</i></b>
15:00-15:15	<b>Prof. dr. Inga Dailidienė, Lect. Indrė Razbadauskaitė-Venskė , Assoc. prof. Remigijus Dailidė, Lect. dr. Toma Mingėlaitė</b> <i>Klaipeda University, LCC University, Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>Role of Education for Mitigation and Adaptation to Climate Change</i></b>
15:15-15:30	<b>Assoc. prof. dr. Erika Statkienė</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>Legal Regulation of Seafarers Access to Social Security Protection in Lithuania</i></b>
15:30-15:45	<b>Prof. dr. Valentinas Navickas, Ieva Petrokė, Vaida Bačiulienė</b> <i>Kaunas University of Technology, Lithuania</i> <b><i>Development of Creative Energy Potential of Managers in The Aspect of Increasing Business Competitiveness</i></b>
15:45-16:00	<b>Prof. dr. Marcel Kordoš, Assoc. prof. dr. Pavlína Srovnalíková</b> <i>Alexander Dubček University in Trenčín, Slovak Republic</i> <b><i>Identification and Assessment of Social and Economic Impacts from the Migration of Slovak Healthcare Workers Abroad</i></b>
16:00-16:15	<b>Lect. Simona Mikalajūnaitė</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>The awareness and participation of Youth in sustainable tourism: A theoretical perspective</i></b>
16:15-16:30	<b>Ermira Memeti, Assoc. prof. dr. Festim Halili</b> <i>University of Tetova, North Macedonia</i> <b><i>Tailored E-Learning Model Through Evolution of The Web</i></b>
16:30-16:45	<b>Assoc. prof. dr. Judita Giparaitė</b> <i>Lithuania Business University of Applied Sciences, Lithuania</i> <b><i>Lithuanian Constructions DARYTI VERSLĄ/BIZNĮ and Their Equivalence to English DO/MAKE BUSINESS (online)</i></b>
16:45-17:00	<b>Daniel Molnar</b> <i>Hungarian University of Agriculture and Life Sciences, Hungary</i> <b><i>Market efficiency and farm-level profitability in the Hungarian grazing sector (online)</i></b>

**Saturday, 2nd of October, 2021**  
**Culture programme**

10:00 **Meeting at the Kulturos Fabrikas parking lot**  
10:00 **A trip to Curonian spit**  
13:00 ***Lunch***  
17:00 ***Journey back to Klaipeda***

## **ABSTRACTS**



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**An Examination of the Safety and Profitability of EU and US Banks Since  
Basel III**

This paper investigates the performance of European and U.S. banks since Basel III. Key findings in the literature as well as multi-year bank performance data are summarized. With a focus on the regulatory requirements on capital adequacy and liquidity and how they affect profitability, we find evidence of improving safety standards across the board. Banking regulation addresses two critical aspects of risk management: capital adequacy and liquidity. Liquidity risk stems from the likelihood that a depository financial institution may not have sufficient funds to meet its recurring payment obligations. To that end, the key reason for bank regulation on liquidity is to address concerns over the safety and stability of banks and the payments system. Capital adequacy deals with the minimum capital capable of absorbing any unforeseen losses from credit, market, and operational risks to which banks are exposed. The goal of capital adequacy is to keep total bank capital sufficiently high so that the chance of bank failure is prevented when financial losses mount. Capital adequacy ratio (CAR) takes into account a bank's ability to pay its liabilities and respond fully to the risk of any such financial losses. A bank with strong CAR has more than sufficient capital to absorb these losses and therefore less likely to become insolvent. Banks in the EU lead their US counterparts in terms of safety but lag in terms of profitability. There is evidence that the strive toward higher capital and liquidity standards comes with the price of reduced profitability. Notwithstanding, most studies agree that while the new standards impose additional costs, they are necessary for ensuring the stability and sustainability of the financial system.

## **Responsibility Of Future Law Enforcement Officers: Results of Expert Interviews**

The work of law enforcement officers and their role in today's society is in the great interest. It is extremely important to make sure the high level of the responsibility of these professionals. The education of an individual's responsibility begins long before he or she chooses his or her profession. The following main factors of general education can be distinguished: family, school and self-education. The role of higher education institution is also extremely important in order to prepare a future law enforcement officer who would be well aware of the roles of his or her activities, be able to perform them professionally, would have mastered inner social responsibility and external legal liability. The aim of the article is to investigate the responsibility of the Law study programme students – future law enforcement officers. In order to achieve this goal, the analysis of the scientific literature of the responsibility of law enforcement officers was performed, as well as the insights of experts on the legal liability and social responsibility of future law enforcement officers were explored empirically using the in-depth interviews. According to the results of scientific literature analysis, the general interview questions were formulated in order to get the in-depth insights of the experts about the responsibility of Law study programme students – future law enforcement officers. The 5 experts teaching at one of the Lithuanian higher education institutions in the Law study programme were selected for the in-depth interviews matching at least one of the following criteria: 1) lecturers with a scientific degree and at least 10 years of administrative – managerial and scientific – pedagogical work experience; 2) lecturers with at least 15 years of practical work and scientific-pedagogical work experience. It was found that the main educational factors developing future professionals' legal liability and social responsibility are family, school, church, state institutions, educational institutions. The legal liability and social responsibility of students, future law enforcement officers, in higher education institution is developed through the study process, study subjects, social welfare, mutual statutory relationship and events. A legally liable student is a member of society who complies with the laws, obligations, whose behavior and expectations do not violate the principle of unity of rights and duties. A socially responsible student is a member of the society who clearly understands the expectations of the society for the activities of a law enforcement officer and is ready to satisfy them with his or her work. Students who are characterized by legal liability are also characterized by social responsibility, as legal liability is not possible without social responsibility. Students who are characterized by social responsibility also have legal liability, because first of all, an individual develops social responsibility and from it a legal liability develops.

**Rima Karsokiene<sup>1</sup>, Algirdas Giedraitis<sup>2</sup>**

*Klaipėda university<sup>1</sup>, Lithuanian Business University of Applied Sciences<sup>2</sup>*

## **Tourism Service Supply Chain Management Model in The Context of The Pandemic**

This paper explores inter-organizational collaboration in a tourism service supply chain management (TSSC) in times of pandemic. Its main focus is on TSSC successful management model within the chain, addressing the key components. Tourism service supply chain coordination management strategies have already been adopted by many large tourism service providers, such as hotels and airlines, tour operators, and travel agencies. Amongst the key benefits that businesses receive are: improved brand value, reputation, image and status. In the context of the current Covid-19 pandemic, special attention must be given to priorities such as cost reduction and operational efficiency. This new study selected to examine the TSSC management of bilateral relations in the context of economic disruption: relations with government, tour operators and competitors to achieve productive performance indicators such as customer satisfaction, profit and profit margin, flexibility, liquidity, reliability, productivity, transparency, sustainability, and risk resilience. Overall, the management of the tourism services supply chain (TSSC) during the pandemic became one of the most dominant topics in the tourism business environment. As circumstances change, consumer behavior and constraints imposed by public administrations, business organizations must respond and change their supply chain management strategy, which depends on the region, size and nature of the business. A properly functioning TSSC is the optimal balance between two opposite poles - efficiency and sensitivity, which represent customers' satisfactory level. This balance is dictated by the adopted TSSC performance governing strategy, which must specify the relevant requirements for the management of relations with the government, tour operators and competitors. This achieves the level of service dictated by the market, and provides a competitive advantage. Based on the analysis of the scientific literature and the available empirical data, it has been established that the problems of the tourism service supply chain lie in its mismanagement.

## **Leadership Through Empowerment of Human Resources During the Pandemics**

The world has never before experienced such a dramatic impact on human capital; and the consequences of the COVID-19 on economic, social and political indicators – although still not fully known and difficult to forecast, but according to many authors and international organizations will certainly be dramatic (Tawil, 2020; UNESCO, 2020). The COVID-19 pandemic has created a particularly challenging environment for human resource management (HRM) – with managers having to quickly venture into the “unknown unknowns” as they strive to help their workforce adapt to and cope with radical changes occurring in the work and social environment. According to D. Gudelis (2020) the COVID-19 pandemics that has spread all over the world since the beginning of 2020 has posed a grand challenge to the governments of all countries around the world, including Lithuania – they were forced to make decisions on the measures that would help to slow the spread of the virus as well as to take actions to alleviate the negative effects of the enforced restrictions on the economy and people. In Lithuania, having declared a state-level emergency situation on 26 February, 2020, the governance of the pandemics was based on the Law on Civil Protection of the Republic of Lithuania and the State Emergency Situation Management Plan approved in 2010. After a couple of weeks, the decision on announcement of a national quarantine on the entire territory of the Republic of Lithuania was made on the grounds of the Law on the Prevention and Control of Communicable Diseases in Humans of the Republic of Lithuania. In the light of the above, the article analyses the leadership through empowerment of human resources and underpins the effectiveness of management. The initial theoretical framework provides the rationale for the concept of leadership during the pandemics; it also includes an analysis of the dimensions and typology of the concept of empowerment and COVID-19: management, policy, remote work and management processes. The article focuses both on the changes in leader’s management styles and decision-making options in the organization where leadership through empowerment of employees during the pandemics plays an important role. Quantitative research on leadership through empowerment in organizations during the pandemics was conducted. The research findings have shown that leaders were fairly well prepared for management of human resources during the pandemics as well as disclosed the trends that the leaders in organizations provide their employees with a possibility to perform challenging work tasks, to make decisions autonomously, to develop their competences, they share information and apply incentive measures that during the challenging times are relevant for workforce. The research has revealed that little attention has been paid to career development opportunities in organizations when working in remote mode. Practical implication of the research findings allows maintaining that the COVID-19 pandemics will have profound social, psychological, physical and technical implications for human resources as they attempt to adjust to their drastically altered work environments. Some of these challenges, undoubtedly, have never been experienced before, i.e., they are unique, and therefore, will require new methods of analysis

and new theoretical constructs, however, some other issues employees are currently facing resemble their usual daily work experience.

## **Expert System for the Freight Coordination Based on Artificial Intelligence**

With the rising of the Industry 4.0, new technologies are emerging that open new opportunities for the transformation of business. These technologies change the supply chains and promote new ways for business value creation (Arenkov, Tsenzharik, Vetrova, 2019). Intelligent solutions and systems based on artificial intelligence (AI) allow for automated management of information, while high level of automation in an organization and sustainability that has been quickly gaining momentum are very important seeking not to lag behind the rapidly changing market. Many researchers have been trying to solve the transport route planning problem during the recent decades using various methods with different techniques. However, establishing the lowest price and the highest effectiveness is very complicated. One of the methodologies invoked for performing the operations of this type refers to the artificial intelligence machine learning system. A constantly changing dynamic structure of the supply chain poses numerous interesting challenges to effective system coordination. Many sectors earn high profits from AI-based solutions and automation of robotized processes in business attaining advanced results, from customers to companies and manufacturing enterprises. Transportation and logistics sector has also been increasingly seeking to introduce the innovations of these technologies in its processes. Automated logistics reflects the global trend of the logistics industry development, considering the rapid recent development of big data, internet of things, automated processes, and other technologies. Essentially, automation of intelligent logistics determines the effectiveness of logistics activities and service level growth (Li, 2018). Artificial intelligence is invoked in various industries, especially in automated production companies, to free up the human activities and to set a standard of advanced skills and techniques in business processes; it is also an excellent solution for the transportation and logistics sector (Lin, Shih, Yang, Lin, Kung, 2018). This research paper represents an attempt at examining the benefits of the supply chain management (SCM) service and its improvement conferred by automated decision-making and coordination. The paper discusses the conception of artificial intelligence and methods for its application as well as the benefits resulting from the application of these technologies in transport companies to improve the employee performance. Finally, a design of expert system for freight coordination is presented summarizing the application of artificial intelligence, which can confer a competitive advantage to the company.

**Sevinur Çuhadar<sup>1</sup>, Yusuf Çakmakçı<sup>2</sup>**

*Hungarian University of Agriculture and Life Sciences/ Doctoral School of Economic and Regional Sciences<sup>1</sup>*

*Tekirdag Namik Kemal University/Faculty of Agriculture/Department of Agricultural Economics<sup>2</sup>*

## **The Relationship Between Dimensions of Consumer Based Brand Equity and Purchasing Decision of Consumer for Sports Shoes (Case of Turkey)**

Brand equity has become essential variable that impacts on purchase decision and enhances the value of product due to the effects on customer loyalty and customer satisfaction. Nowadays, information and communication technologies have been developed rapidly that causes wide range of product and brand choices in the market. Therefore, quality level and features of products have been become similar. In this case firms need to differentiate their products and compete each other to sustain their success and to exist in the market forever. One of the main ways to increase the success of firm and make a difference in the market is building the consumer-based brand equity that is described as perceived sense of brand by the consumers. Companies must compete aggressively to attract and keep loyal customers. Brand equity is one of the company's most valuable asset to keep the potential consumers. Companies are increasingly understanding that brands are key factors in competitiveness. People are more likely to purchase or consume products are supplied by a corporation if corporation's brand equity is stronger. Because of this, purchase decisions are heavily impacted by customer opinions about these brands. The goal of this study is to develop a conceptual framework for analyzing the link between consumer-based brand equity and purchasing decision of consumer. Research was to examine the impact of four dimensions of customer-based brand equity on consumer purchasing decisions: brand loyalty (BL), perceived quality (PQ), brand awareness (BAW), and brand association (BA) on consumer purchase decisions (CPD). The study's research model was influenced by Aaker's consumer-based brand equity model. Brand loyalty, perceived quality, brand awareness, and brand association were independent variables. Dependent variable was consumer's purchase decision. Data was obtained from 407 respondents in Turkey using an internet survey to test the hypothesis. The respondents' favorite sports shoes brand was used to frame the questions. The data were examined by descriptive statistics, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The results showed that brand equity dimensions affect Turkish consumer's purchasing decisions based on consumer's favorite sport shoes brand. Statistically, there is positive impact of both BAW (coefficient 0.853,  $p=0.000<0.01$ ), BL (coefficient 0.255,  $p=0.019<0.05$ ) on CPD. Both PQ ( $p=0.870>0.05$ ) and BA ( $p=0.538>0.05$ ) have no positive impact on CPD.

## **Cybersecurity: Exploring Threats and Opportunities**

Cybersecurity concept is heard more and more in today's concerns including various companies and organizations, that is why it is no surprise that not only in Lithuania, but also European Union takes actions to overcome cybersecurity threats. It is important to notice that especially important sectors like transport, energetic, health care and finance sectors become more and more depend on digital technologies involved in their casual activities. But though digitalization does lead to bigger opportunities, which can help to react to challenges which they face especially due to COVID-19 crisis, but in other hand economics and society faces with cybersecurity threats. Cybersecurity threats and crimes are growing in Europe and whole world, more over they become more sophisticated. Also, it does seem that this tendency will grow in the future, since more and more devices will be connected to internet and will become more vulnerable. Reacting to this EU council defined cybersecurity which will lead to creating resistant, green, and digital Europe. Cybersecurity crimes are becoming major concern for business companies in Lithuania and different research show that mostly affected are small and medium companies. Companies do react to demand for the digitalization processes and stay in the market, but in this case cybersecurity threats are increasing with the wave of unsafe internet of things. It's stated that companies are not prepared to safe protected data information and must be prepared for the increased level of threats. The only way to stop cybersecurity threats is to use digitalization processes, since first it is the reason why we have increased level of threats today.



## **Students' Attitude Towards Volunteering in Sport**

This article deals with the issue of volunteering in sport. Participating in sport volunteering is beneficial because it increases social integration, social participation, and social awareness. With the growing importance of volunteering for both the volunteer and society, sport volunteering is becoming a phenomenon that fosters and encourages volunteer initiative. In Lithuania, volunteering in sport is still developing, so it is important to research the motivation of volunteers and direct their energy to volunteering.

The aim of the research is to reveal the attitude of students involved in sports towards sport volunteering from the gender point of view. The research was conducted in 2018–2019. The sample of research subjects was formed on the basis of criteria selection – 163 students of higher education institutions (102 from Klaipėda University and 61 from Lithuania Business University of Applied Sciences) participated in the research. The survey (written) was conducted by submitting questionnaires to the respondents in paper or electronic version. The research instrument consisted of 22 closed-ended questions aimed at revealing the attitudes and views of respondents towards volunteering in sport by gender. The methods of mathematical-statistical analysis were applied to data processing; statistical differences were evaluated using Chi-square ( $\chi^2$ ) criterion.

Main findings and value of the paper: research participants distinguished quite different psychological reasons that lead to volunteering. For male students it is more important to be part of the team (26.6%) and to feel valued, recognized (18.7%), whereas female students emphasize personal development (18.7%) and gaining self-confidence by participating in voluntary activities (12.5%), ( $p < 0.05$ ). It was found that there was a statistically significant ( $p < 0.05$ ) difference between the attitudes of male and female students towards the benefits of volunteering for the volunteer himself / herself. Most respondents, both male and female, see the benefits of volunteering in two areas: a way to test themselves in new activities and the opportunity to meet interesting people, share and get new ideas. However, male students find volunteering in those areas more beneficial than female students. It has been revealed that male students are ready to spend more time volunteering in sport than females, so this activity is more relevant for them ( $p < 0.05$ ). More than a quarter (28.1%) of the male students from the research could volunteer up to 18 hours a week, while female students (23.4%) could devote up to 12 hours a week. Male research participants reveal the following opportunities: participation in sport activities (18.7%), acquisition of new skills (14.1%), while female participants emphasize better employment opportunities (17.2%), and acquisition of new skills (10.9%). A small percentage of females (3.1%) consider volunteering as an opportunity to participate in sport activities ( $p < 0.05$ ).

## **Digital Therapeutics**

Digital therapeutics (DTx) is a new and still evolving treatment solution in the field of digital medicine. It relies on using high-quality digital systems like smartphones and specially designed apps. Such apps help users by delivering therapeutic interventions prescribed by their health care providers to treat acute or control chronic disease.

DTx is a part of a more extensive field of digital health that combines all software and hardware products aimed towards health-related purposes. In contrast to apps that engage users for lifestyle and wellness outcomes, DTx is based on clinical evidence and real-world outcomes – they are treating disease and delivering an actual clinical outcome.

These DTx interventions may be used either as a stand-alone treatment modality (medical replacement) or in combination with other devices, therapies, and medications in order to increase treatment outcomes (medical augmentation). Despite its success in improving symptoms, treatment adherence, and the cost of treatment, the current focus is on behavior change that may be modified with digital intervention.

Targeting diabetes mellitus (DM) by the DTx is one of the most explored fields in digital health. Pioneers of DTx designed mobile apps for people with diagnosed prediabetes. Solutions included year-long education, counseling, and personalized coaching accompanied by continuous glucose monitoring. These solutions provided users with insights and guided them on how to manage and lower their blood glucose. From trials that are published in the scientific literature available in the online databases, it is visible that these apps provided their users with significant results. In fact, they work better than traditional diabetes counseling.

DM is only one of many chronic diseases that are being targeted by digital therapeutics, and we will rely more and more on the software and solutions it provides in the sustainable future.

## **The Challenges of The Assessment of Corporate Social Responsibility in The International Context**

The relevance and dynamism of economic, social, environmental and other processes lead to increasing researchers' attention to social responsibility because of its potential influence on maintaining countries' sustainable development. For a long time, a socially responsible company was mostly associated with philanthropic activity. This traditional economic view was used to explain Corporate social responsibility (CSR) until the end of the 20th century, and a company's support for a community and non-profit projects was regarded as the main sign of its responsibility. Recently, the content of CSR constantly expands and covers more aspects. Therefore, its evaluation becomes more complicated. Today CSR as a social phenomenon is very dynamic, multidimensional, complex and requires deeper investigation. As business moves towards an expanded perception of CSR, new instruments and methods for evaluation of CSR are required accordingly.

Recent studies show that survey, document content analysis and index calculation are the mostly spread methods in assessing the phenomenon of CSR. CSR perception and manifestation are significantly influenced by the cultural environment, the country's level of economic development, the effectiveness of governance and other factors, therefore not all methods are capable to assess CSR in different countries objectively. Survey and document content analysis methods are suitable when assessing CSR at a micro level within a country. The survey method is especially useful and can comprehensively reflect those CSR issues that are difficult to define and measure using quantitative indicators. However, people living in different countries have a different level of understandings and interpretations of the same issues, including CSR, therefore, the results of such assessments should be interpreted in the international context with great care.

CSR index can cover quantitative and qualitative data from different data sources, including results from surveys and document content analysis, and it can, therefore, comprehensively reflect a company's and country's CSR, including economic, social and environmental aspects as well. As the attitude of analysts and scientists in relation to different CSR issues varies, the construct of CSR in the different indices can vary significantly and this can influence CSR scores. One can state that all methods should be used with appropriate care, taking the advantages and limitations of each method into account.

**Lithuanian Constructions DARYTI VERSLĄ/BIZNĮ and Their Equivalence to English DO/MAKE BUSINESS**

Worldwide globalization affects many areas of our life, and language is not an exception. A constant contact between languages brings numerous borrowings into the languages. English, being a lingua franca, is especially influential in this respect. A great number of English borrowings is incorporated into different languages, including the Lithuanian language.

The problem of borrowings in Lithuanian is very important and has been investigated by a number of scholars such as Miliūtė (2004), Grumadienė (2004), Rudzevičius (2005) and Kamandulytė-Merfeldienė (2018) among others. However, there are very few researches on loan-translations in Lithuanian.

Rudaitienė (2014) discusses the impact of English on the Lithuanian language and its lexis in particular due to globalization and the intensified language contact. The author notices that the increasing number of semantic loan-translations makes the Lithuanian semantic system closer to the English one. However, many of these loan-translations violate the norms of Lithuanian, thus impoverishing the language.

Kaulakienė (2001) relates loan-translations to terminologisation. Her research focuses on the development of semantic formations and loan-translations in Lithuanian through the process of semantisation.

English borrowings in Lithuanian, including loan-translations, are extensively analysed by Brazaitis (2006). The scholar researches the borrowings in terms of the features that are characteristic of the Lithuanian process of borrowing with the emphasis on the similarities and differences between Lithuanian and other recipient languages, such as Slavic and German.

Rimkutė's (2014) research deals with the use of loan translations in the Corpus of the Contemporary Lithuanian Language compiled at Vytautas Magnus University. The loan-translations are studied in terms of frequency, the part of the corpus they are used, the time of the production of the texts and motivation. The author arrives at the conclusions that more than a third of loan-translations are very frequent, and most of them are found in the publicistic register if the raw frequency is taken as the basis. However, the normalized frequency shows that the greatest number of loan-translations is used in spoken language texts. The investigation also demonstrates that the texts in which the loan-translations are most frequent are produced before 2000 and that the majority of the loan-translations are non-motivated.

The present research is one more attempt to investigate loan-translations in Lithuanian. It focuses on the English construction 'to do business' and its equivalents in Lithuanian. The English structure 'do business' is usually translated using either the equivalent phrase *užsiimti verslu* business. INSTR or the corresponding verb *verslauti*. The corpus data shows that the latter is not widely spread as only 12 occurrences are found in the annotated Corpus of the Contemporary Lithuanian Language (<http://corpus.vdu.lt/lt/>). However, the corpus gives even two different loan-

translations of the English construction ‘do business’: *daryti verslą* and *daryti biznį*. In the former both words are exactly translated using Lithuanian lexemes, whereas the latter contains an exact translation of the word ‘do’ which is *daryti* and a morphologically integrated loan *biznį*business.ACC. It also should be mentioned that the Lithuanian verb *daryti* may have two English translations ‘do’ and ‘make’, thus in some cases the English equivalent of the structures *daryti verslą* and *daryti biznį* may be ‘make business’.

The investigation aims at studying the reasons for the use of the loan-translations *daryti verslą/biznį* ‘do/make business’ instead of the long-standing equivalent construction *užsiimti verslu*. For this purpose, the collocation patterns of the structures *daryti verslą/biznį* and *užsiimti verslu* ‘do/make business’ are identified and contrasted. The patterns are also compared to those of the English construction ‘do/make business’. The data for the study are collected from the annotated Corpus of the Contemporary Lithuanian Language and the Corpus of Contemporary American English (<https://www.english-corpora.org/coca/>).

The analysis of the collected data demonstrates that three collocation patterns typical of the English construction ‘do business’ are found in Lithuanian: do/make business WITH + NP (noun phrase), do business ON or make business OUT OF + NP and do/make business + IN + NP. Due to different morphological features of Lithuanian, in the latter pattern a paradigmatic derivative is used instead of the preposition in Lithuanian. The three patterns are unequally distributed across the Lithuanian constructions under investigation. The construction *daryti biznį* is used with all three patterns: *daryti biznį* + SU +NP ‘do/make business WITH + NP’, *daryti biznį* + IŠ +NP ‘do business ON or make business OUT OF + NP’ and *daryti biznį* + LOCATION ‘do/make business + IN + NP’. The structure *daryti verslą* is found with two patterns *daryti verslą* IŠ +NP ‘do business ON or make business OUT OF + NP’ and *daryti verslą* + LOCATION ‘do/make business + IN + NP’. However, only one pattern *užsiimti verslu* + LOCATION ‘do/make business + IN + NP’ is characteristic of the typical Lithuanian translation of ‘do/make business’.

It could be concluded that the loan-translations *daryti verslą* and *daryti biznį* are introduced into Lithuanian for pragmatic reasons, i.e. due to greater contextual possibilities of the loan-translations when compared to the regular equivalent of the ‘do/make business’ *užsiimti verslu*.

## **Development of Creative Energy Potential of Managers in The Aspect of Increasing Business Competitiveness**

With the Industry 4.0 revolution the development of the creative powers of business leaders is becoming particularly important. In business, many decisions are made directly by managers. Therefore, the formation and development of the creative energy potential of their creative powers, in other words, becomes one of the determinants of business competitiveness. The Industry 4.0 revolution requires companies to have the solid creative energy potential that many companies simply need to thrive or stay competitive in the business environment. Thus, with the highest possible creative energy potential, the manager will make the most rational and efficient solution that will ensure a certain level of competitiveness for the company. The authors of the article investigated the components of managers' creative energy potential (MCEP), which is the scientific novelty of the research. The object of the research is the potential creative energy of managers. The research problem is how to activate and develop MCEP in the aspect of increasing business competitiveness? Research objectives: to investigate the structure of MCEP; to analyze the factors of ensuring the creative behavior of managers; identify obstacles to the implementation of MCEP.

A study of the structure of MCEP showed that only a few of them have the characteristics of creative energy potential when taken together. One or another property usually dominates, e.g. dissatisfaction with the current situation motivates the manager to constantly look for new opportunities. However, this does not mean that the results already achieved do not make him happy. The contradiction between the individual qualities of a manager's character manifests itself as a pull into a state of conflict between the rational and the efficient, between the rational and the intuition, between the new and the old, and finally between order and disorder. Thus, the high creative energy potential of a manager indicates that he is constantly in a state of his own internal contradictions.

The development of the above-mentioned managerial qualities is often determined by the company or organization itself. Many companies pay special attention to the search and recruitment procedures of managers and seek to highlight the creative energy potential of a potential job candidate. This is even done by specialized firms using candidate testing or similar procedures. One of the ways to activate MCEP is to ensure the conditions of creative behavior for managers. However, even after creating ideal conditions for the realization and development of MCEP, the problem of disruption to these processes inevitably arises. Depending on the circumstances of the company, any obstacle may become a priority. However, information is most often dominated by the use of outdated or unrealistic information for business decisions. This may also be related to the behavior of business competitors. Structural barriers are often related to outdated approaches to the dynamics of the business environment. Bureaucratization in the company or etarchy processes can also significantly hinder the implementation and development

of MCEP. Functional barriers are related to the suspension of the performance of specific managerial functions. Behavioral barriers manifest as the reaction of individuals to organizational or technical change in a company; especially if those changes are not rational.

An individual MCEP correlates with the creative potential of his company or organization, which cannot be defined as an arithmetic whole of MCEP. Synergies must inevitably emerge in an organization's creative energy potential.

## **Tourism Transformation – Industry Insider’s View**

According to UNWTO tourism industry made up 10 % of global GDP in 2019 with industry’s turnover of nearly 9 trillion USD. Tourism contribution to the global economy is 3 times bigger than agriculture.

Tourism industry has been developing and transforming since the start of the first commercial tours after World War II. However, COVID-19 pandemic has hit the industry very hard. This biggest crisis in the history of tourism continues into the second year: looking at 01-05 months, international tourist arrivals were 85% down compared to 2019 and 65% down compared to 2020. Corporate or business travel has suffered significantly as well: in 2020 global business travel expenses went down by 52%. Source: McKinsey & Company.

The situation has improved slightly during the peak season this year due to some EU countries having reopened their borders for summer months. International tourism is slowly picking up, but the recovery remains rather fragile. However, domestic tourism continues to recover in almost all parts of the world.

Now that scientists and governments admit that we will have to learn to live with COVID-19, tourism industry is under enormous pressure to transform and adapt to the new reality. This means the end of some traditional tourism products and traditional approach to the tourism management. At the same time, it may be an opportunity to re-charge the whole industry. As the world is slowly reopening again, the industry has questions: how can we rebuild travelers’ confidence and trust? How can travel industry recover and re-invent itself so that it can become better than before?

The aim of the presentation is to overview various trends of tourism industry that have emerged recently: on global as well as local levels. The author is stressing the importance of new approach to the industry sectors: travel trade, business and leisure travel, destination management. Moreover: tourism recovery will very much depend on the collaboration between industry and national governments. This will require new leadership skills and innovative methods of management.

One of the most important changes, that has started long before the pandemic, is digital transformation of tourism industry sectors. In 2019 more than 40 % of US travelers used mobile devices to book their trips. Source: Global Digital Travel Research, Travelport, 2019. This trend will continue to grow and will bring new challenges to the managers and tourism policy makers.

Safety protocols will remain a major requirement for all tourism sectors: transport companies, destinations, accommodation establishments and tourism attractions. Destinations with manageable number of positive COVID cases and low infection rates will be the first ones to benefit from returning tourist flows.

What conclusions can be made with regards to tourism industry transformation?

- For corporate travel arrangements: More flexible working space and online meeting facilities for businesses.



- The whole industry will have to turn towards sustainability and innovation. Good examples illustrating such transformation are Carbon neutral destinations. The use of night trains versus short-haul flights.
- Innovative Investments to enhance customers’ experience of entire journey (from booking, leaving home till opening the home door upon arrival).
- Digital transformation: more tools designed for tourists to book their trips, including destinations and tourist attractions. Ability for users to share their experiences.
- From the customer service perspective: it is essential to find your customer’s pain points! Even if one pain point during the customer’s journey is not resolved, the whole experience of the product and/or company may be downgraded.
- Smooth and seamless travel will help to rebuild travelers’ confidence.
- Demand for more flexibility: more last- minute bookings, more convenient and customer-friendly cancellation terms, higher demand for flexible tickets.
- New travel forms, like slow travel.
- For destinations: DMO’s (destination management organizations) will have to work to turn the destinations into Smart Tourism Destinations.
- Innovative approach for creating new tourism products: augmented reality, gaming approach aiming to enhance customer’s experience.
- Customized approach towards customers. Travelers want to be treated like personalities, not like “mass tourists”.
- Strong leadership, quick decision making, very fast communication with your employees and customers.
- Building a strong partnership between businesses and governments is a key.
- The author will introduce some examples of successful tourism product transformation, that has taken place already.

## **The Hybrid War – In the Past and Present**

The aim of the paper is to research legal aspects of the hybrid war: how it was exercised in the past and at present time. The research deployed descriptive, analytical and deductive-inductive research methods. Using these methods, legal acts, policy planning documents and different reports were reviewed and analyzed, and subsequently conclusions and recommendations were made. As it was indicated by the British lawyer J.F.Maurice, only in ten cases the war was declared between 1700 and 1870; 107 wars started without any kind war of declaration in the territory of Europe and America. It means that these wars without declaration have at least some elements of hybrid war. Declaration of war became courtesy gesture by the states in the First and Second World wars. Therefore, hybrid war is the old method for warfare and it is not new instrument in the nowadays. Even events in Latvia in 1940 were specific kind of hybrid war: soldiers without any signs of belonging to some particular army attacked Latvian border check-point of Maslenki in the night from June 14 to June 15. It is hard to imagine these soldiers might not be from the Red Army of the Soviet Union. It is a very similar to the events in the Crimea peninsula in 2014, when suddenly this territory was fully controlled by the soldiers without any signs of belonging to some particular army. Later the Russian Federation officially recognized that these soldiers were soldiers of the Russian army. The latest events on the borders between Belarus, Latvia, Lithuania and Poland show that even illegal immigrants could be used as an element of the hybrid war. In this case Belarus uses illegal immigrants in hybrid war to describe them as refugees and to blame Latvia, Lithuania and Poland for violating refugee rights. Such method of hybrid war is something new in the history of hybrid wars and it is possible only thanks to the process of globalization. The European Union needs to focus more on strengthening its external borders.

## **Peculiarities of Application of Interim Measures in Arbitration**

With the entry into force of the new version of the Law of Commercial Arbitration, various amendments have emerged which have advantages and may have disadvantages, one of the main changes - the expanded list of measures of protection. Arbitration is a peaceful way of resolution of disputes, but the Institute for Interim Measures needs to be used in order for the arbitral award to be made. This article discusses specifics of application of interim measures in arbitration. The application of interim measures by the arbitral tribunal may have adverse consequences for the defendant. Therefore, this article will also discuss the possible damages resulting from the application of interim measures in arbitration, indemnity and compensation institute. An analysis of the case law provides conclusions as to whether an intermediate search and a balance of interests are maintained. The findings will also be made or the arbitral tribunal will grant the interim measures without the determination of the state court. In order to discuss in detail, the peculiarities of the application of interim measures in arbitration, not only the legal acts and case law of the Republic of Lithuania are reviewed, but also the case law of foreign courts on this issue is analyzed. Problems arising from application of interim measures in national and foreign arbitration courts were also discussed. The analysis of the scientific literature provided preconditions for the formulation of questions, the answers to which would provide a deeper analysis of the scientific problem of this article. According to the results of scientific literature analysis, the general interview questions were formulated in order to get the in-depth insights of the experts about peculiarities of application of interim measures in arbitration. The 5 experts Arbitration specialists perform work functions in the arbitral tribunal were selected and interviewed using the interview method. According to the survey, four out of five respondents consider that it is not necessary for the legislature, in order to address the issue that the arbitral tribunal does not have the possibility to apply coercive procedural measures in the absence of an interim injunction, to allow the claimant to apply for excessive coercive measures. in an arbitration case, in parallel to bring a civil action before a court of general jurisdiction, requesting the use of coercive procedural measures.

**Ermira Memeti, Festim Halili**

*University of Tetova*

## **Tailored E-Learning Model Through Evolution of The Web English Language**

Technology has developed a lot, especially in recent years and everyone is thinking about the good sides of technology but, nothing is perfect. The purpose of this paper is to show that not every time technology can positively impact our lives, especially our learning process. With its development, technology facilitates our lives, but on the other hand, it has a very negative impact on it. When it comes to e-learning, as much as technology has a positive effect, it also has a negative one. Why and how this happens will be explained in the following section of this paper.

## **Real Estate Market Value and Its Spatial Dependency at City Scale**

Real estate market value is widely acknowledged to be spatially dependent. However, we are usually looking at aggregated real estate market values represented by various indexes. The calculation of an index can take various transactions of heterogeneous real estate objects and create an understanding of the level of market values. While this is good for macro understanding of real estate market values at country scale, these market values could go wrong at city scale. The scientific problem is how important is the spatial dependency of real estate market value at city scale. The object of research is the volatility of real estate market value at city scale. The aim of research is to reveal real estate market value fluctuations that are not captured by macro data. Because of the nature of real estate, we can observe a number of local markets at smaller scale. Local markets appear to be based on variation of local supply and demand as well as various consumer preferences like building density, type, style, neighborhood and district. These variables create the spatial dependency at city scale and have a significant amount of influence on the market value of real estate. Up to around 30 % volatility of real estate market value can be found at city scale depending on the selected reference points and methods for making real estate objects comparable. Further research is needed to better understand the economic intuition and determinants of this spatial dependency at city scale.

**Inga Dailidienė<sup>1,2</sup>, Indrė Razbadauskaitė-Venskė<sup>1,3</sup>, Remigijus Dailidė<sup>2</sup>, Toma Mingėlaitė<sup>1</sup>**  
*Klaipėda University<sup>1</sup>, Lithuania Business University of Applied Sciences<sup>2</sup>, LCC International  
University<sup>3</sup>*

## **Role of Education for Mitigation and Adaptation to Climate Change**

Over the past epoch of growing technology, the international and national research communities have developed a progressively clearer picture of how and why Earth's climate is changing and of the impacts of climate change on a wide range of human and environmental systems. Climate change issues are of major importance in the modern world and these problems are to be monitored and examined on the global and national level involving national organizations, business, and industry, research institutions, including the different education levels. Climate change to be understanding also in the context of sustainable regional development. The global climate emergency proceeds now are the time for universities to become leaders for global action against climate change by pledging to teach students to prepare humanity to mitigate the effects of the wave of extinction events to come. The survey results allow us to draw several broad conclusions about priorities within the climate change services and education field. There is still time to change our activity and limit warming and impacts. We have no choice but to adapt, improve our understanding of the Green/Blue economy, the need to implement a Circular Economy. Higher learning students and developing innovative technology, improving understanding in different disciplines of education are the most important changes to accomplish this.

**Erika Statkienė**

*Lithuania Business University of Applied Sciences*

## **Legal Regulation of Seafarers Access to Social Security Protection in Lithuania**

Maritime Labour Convention constitutes, that each member shall ensure that all seafarers and, to the extent provided for in its national law, their dependents have access to social security protection in accordance with the Code without prejudice, as well as to undertake to achieve progressively comprehensive social security protection for seafarers and to ensure that seafarers who are subject to its social security legislation, and, to the extent provided for in its national law, their dependents, are entitled to benefit from social security protection no less favorable than that enjoyed by shore workers. The Republic of Lithuania has adopted this convention, therefore undertook the obligation to work in accordance with its provisions. This article analyzes the peculiarities of the legal regulation of social security protection for seafarers in Lithuania and evaluates the implementation of legal legislation according to requirements of Maritime Labour Convention. The main purpose of this paper is to investigate whether our legal legislation is rightful and seeks the purpose indicated in section of Health protection, medical care, welfare and social security protection of Maritime Labour Convention. The Qualitative document and comparative data analysis as well as comparative document analysis methods are used to investigate the main aspects of legal regulation and its implementation to ensure social security protection for seafarers in the Republic of Lithuania.

## **Design Thinking: an Innovative Educational Method in Advertising**

Design Thinking is one of the most recognised innovation methodologies today. Companies such as Apple, Amazon, Google, IBM, Uber, Deutsche Bank, Procter and Gamble or Nike turn to it to design their products, services, work processes and strategic plans.

This methodology runs along a path other than verbal and linear thinking. Moreover, its purpose is not to storage knowledge. Instead, design thinking proposes a more intuitive solution creation model that seeks functionality. It is based on innovation and originality, avoiding preconceived questions that would lead to conventional answers.

At the same time, it is a method that requires collaborative work and encourages the creation of multidisciplinary teams. It offers tools to the participants to manage a diversity of opinions and build a global solution enriched by their variety of perspectives. For this reason, design thinking also plays a vital role in forming and managing work teams and solving conflict situations.

Regarding the broad range of professional fields in which design thinking has application, the competitive advantage it offers to the organisations and its role in facilitating teamwork, this methodology can play an essential role in the training of future professionals. Hence, experts proposed to insert design thinking techniques into university study plans every day with more frequency.

This article incorporates the results of a teaching innovation project based on creating a Design Thinking Workshop as an educational tool applied in the subject of Advertising Strategy within the Communication Degree of a Spanish university centre.

Among the motivations that promoted the workshop, we highlighted the applicability of this method in the advertising process; furthermore, the need to strengthen students' competencies in the face of leadership and cooperation in teamwork. This workshop also means the opportunity to promote multidisciplinary workgroups with other specialities besides Advertising, such as Audiovisual Communication.

This workshop, proposed as a pilot project, intends to evaluate the capacity of design thinking as an applied method and its feasibility of implementation within the academic program. Likewise, to measure the perception that students and teachers themselves had of the method.

We launched a questionnaire to the students and held a discussion session with the teachers to measure this perception. The results showed an upbeat assessment of the method and its application to the educational field of advertising. Other relevant achievements were a greater motivation in students and their ability to work in a team.

Among the main conclusions, we highlight the suitability of this methodology in teaching advertising and its ability to improve students' skills for future incorporation into the professional field.



As ways to expand the study, for future research, we highlight the interest in measuring the perception generated by the application of this method in the teaching of advertising in companies where students do internships.

**Marcel Kordoš, Sergej Vojtovič**  
*Alexander Dubček University*

## **Impacts of Brexit On Healthcare Labor Movement Between United Kingdom and Slovak Republic**

The driving force behind the outcome of the Brexit referendum was the perception that labor migration, especially from the new EU Member States, has a negative impact on British labor market development. Labor migration of high qualified healthcare workers and its consequences along with the global pandemic outbreak appear to be one of the crucial issues within the current global economy social and economic environment. The paper deals with the healthcare labor migration trend analysis between United Kingdom and Slovak Republic to figure out the problematic aspects regarding its determinants and consequences and impacts associated with the Brexit issue. The special focus is to be dedicated to legislative changes within the migration policy of United Kingdom for healthcare workers from Slovak Republic who want to apply for a job in UK using the Immigration Scoring System. The novelty of the paper lies in assessing the issue within the Brexit impacts on healthcare labor migration between Slovakia and United Kingdom and illustrating the status of Slovak healthcare workers in UK when implementing the Brexit rules. Basic data to conduct the analysis of labor migration trends between the UK and Slovakia has been drawn from generally accepted institutions, evaluating the Slovak and British healthcare sectors. The results showed that the emigration of trained physicians, specialists, and doctors as well as nurses has a negative impact on healthcare sector development in Slovak Republic being obsolete and soon there will be even less healthcare staff when doctors at retirement age got really retired. It is recommended that this negative trend might be changed by creating not only the same working conditions as in Britain but even better than in Slovakia taking into account the legislative changes that have taken place in the UK's migration policy following the implementation of the new Brexit-related system. Generally speaking, the ongoing global pandemic Covid-19 outbreak makes the Brexit issue consequences even worse which jeopardizes not only the health sector of Great Britain and Slovakia, but also negatively affected the movement of healthcare workers and resulted in the acute shortage of medical staff in both countries.

**Marcel Kordoš, Pavlína Srovnalíková**

*Alexander Dubček University*

## **Identification and Assessment of Social and Economic Impacts from the Migration of Slovak Healthcare Workers Abroad**

Slovak healthcare sector is currently struggling with many challenges. There is a constant discussion about the need for systemic changes, which would bring not only an increase in the quality of services provided but also better financial coverage. The paper will conduct the evaluation and clarification of healthcare professionals' migration issue from Slovakia and its reasons, followed by analysis and identification of basic social and economic losses due to the emigration of health professionals abroad. The novelty lies in comparison analysis assessment regarding the evaluation of social and economic losses for Slovakia due to emigration of health workers and outflow of doctors and nurses on the basis of relevant statistical data. The goal of the paper is based on the labor force situation analysis within the Slovak healthcare sector to figure out the problematic aspects regarding the Slovak healthcare sector labor market and its further development within the issue of constant outflow of healthcare labor professionals from Slovakia abroad. The data from OECD and Slovak National Health Information Centre are to be used. The research results showed that to improve the situation, it is necessary to support the human capital and to eliminate issues such as planning, security, motivation and stabilization of human resources - high turnover, overloading of current employees in the security system, where the problem concerns nurses, nurses, social workers, but also doctors. The findings revealed a significant socio-economic problem in Slovakia is the current lack of doctors and nurses, which was caused by their outflow abroad. It is imperative to figure out appropriate tools how to make health professionals come back from abroad and help the Slovak health sector, because the situation is still critical and may be even worse. The outflow of healthcare workers abroad also has an impact on the aging population and leads to a demographic crisis. The results have shown that social losses are also related to the family and personal lives of these migrants. Their families, who stay here in Slovakia, thus lose their permanent, personal contact with them. The emigration of doctors and nurses means an economic loss for the country due to the waste and non-use of investments in education and training of professionals. The task is to avoid the significant skills shortage, which will worsen as a result of demographic aging and the increase in chronic diseases. Bridging this gap is a basic pre-condition for ensuring a high level of resilience and fairness of national health care systems not only in Slovakia.

**The Awareness and Participation of Youth in Sustainable Tourism:  
A Theoretical Perspective**

The main focus of this research is to examine youth participation in promotion of sustainable tourism and to form possible sustainable tourism directions of improvement to develop and promote sustainable tourism among youth. UNWTO and United Nations highlights that youth is the main power which can promote sustainable tourism. Majority of scientific publications (Moscardo and others, 2010; Shafieisabet, Haratifard 2020, etc.) proves that youth participation in sustainable tourism is still low, especially there is not enough research provided to show sustainable tourism perception and features of sustainable tourism in action among youth. Covid-19 pandemic strongly affected the tourism sector and the future scenarios for the pandemic are still unclear, the recovery and further development of tourism requires a new approach and action, focusing on the wider implementation of sustainability principles. Young people play a particularly important role in this context, as they make up the majority of all travelers. Thus, the participation and awareness of young people in the development of sustainable tourism, the motivation of young people, initiatives and attitudes towards sustainable tourism are essential in the processes of reconstruction and development of the tourism sector. Methods of scientific literature and document analysis helped to clear the concept of sustainability, sustainable development, define sustainable tourism conception. Disclosed sustainable tourism main principles, features, dimensions, indicators, and criteria. Also, review of the possibilities of involving young people in sustainability have been examined. An analysis of strategic documents has been carried out to find out the direction of sustainable tourism development, to be precise and to act as a step in the development of sustainable tourism. In conclusion research forms possible directions for strengthening the participation and awareness of young people in the development of sustainable tourism.

**Simona Grigaliūnienė, Rasa Romeryte-Sereikiene**

*Lithuania Business University of Applied Sciences*

**The Fulfilment of Employers with the Lithuanian Business University of Applied Sciences Students, Their Professional Preparation During the Practice in Institutions or Companies**

Organization of practises, practical learning bases, student professional preparation is still important topic in today's job market field especially now than most practices are organized in distance. Close connection between higher education and business enterprises gives opportunities for student qualified practices. Noticeable essential changes in job market shows that employers are intending to share good practice with students applying them for practice more often. Higher education institutions are guiding regulation law acts for specialist preparation and, also by getting the feedback from companies due to the partnership with them. Universities do get the job offers for students while they are still studying because companies do see that were competence which correspond to job market needs. Also, it was stated that during practice was noticed that student competence and skills which develop, a practical value for institution or company. In this article it was analysed the fulfilment of employers with the Lithuanian Business University of Applied Sciences students, their professional preparation during the practice in institutions or companies in 2020 – 2021 academic year. Empirical investigation showed that employers are evaluating student skills objectively, also we can see the demand to engage the employees to companies during the practice period. Bigger potential expands the social partner circle with different companies not only in Lithuania but also in foreign countries to broaden the name of the University in the business world.



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