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**DOCTORAL SCHOOL OF INTERDISCIPLINARY SOCIAL AND AGRICULTURAL
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“Doctoral (PhD) dissertation thesis”

**EXAMINATIONS OF CHANGE MANAGEMENT IN SOME
FOOD-INDUSTRIAL JOINT VENTURES OF HAJDU-BIHAR COUNTY**

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INTRODUCTION, PROGRAMME

The main aim of my essay was to examine different level managerial attitudes considering changes, carrying out cross sectional researches in agricultural and food-industrial organizations. I wanted to know which change managerial methods were considered to be the most successful by different level managers and how this scale of preference was determined by personal and organizational characteristics of the answerer. Corresponding with this aim I chose such organizations to examine, the activity of which represented the largest part of operational field of domestic agricultural sector. As only those examinations of results of operating companies with similar agro-economic and natural environments enable valuable comparisons, so examined organizations were selected from the territory of Hajdú-Bihar county with the restrictions above.

I described further sub aims harmonizing with the main goal. I wanted to know which changes influenced most the operations of agricultural companies in the past decade. I analyzed factors supporting and hindering changes. The aim was defined to introduce which change managerial methods could be considered successful during change managerial operations of agricultural organizations. The key to the successful change management is the creation of interest. Corresponding with it, I analyzed the role of some motivational means in the changing process applicable by the manager. My researches covered possible conflict treating methods emerging at the change managerial process. I analyzed how effects of change could be evaluated from the point of view of the individual. How changes modified the position inside the organization, the number of task to do and complexity, how they influenced the individual responsibility, how it effected working conditions and finally whether they influenced acknowledgement of the individual considering technical and financial fields.

The final aim of my researches was to introduce the agricultural characteristics of change management, as a determining managerial activity by making deductions and demonstrating connections after analyzing results. Moreover, I wanted to determine the most successful managerial techniques and managerial means justified by organizational practice, the purposeful adoption of which to local conditions most securely resulted in the success of change.

PRECEDENTS AND APPLIED METHODS

My researchal field was the analysis of the effects of change and managerial possibilities. This subject organically belongs to the researchal programme of the Department of Management of University of Debrecen, started in 1997. (Berde, 2000).

The main aim of this researchal programme was "Functional study of corporate management" corresponding with the title. Considering structure, it covers the following 3 large researchal fields, these fields can be further divided into further, smaller subcategories (Figure 1.)

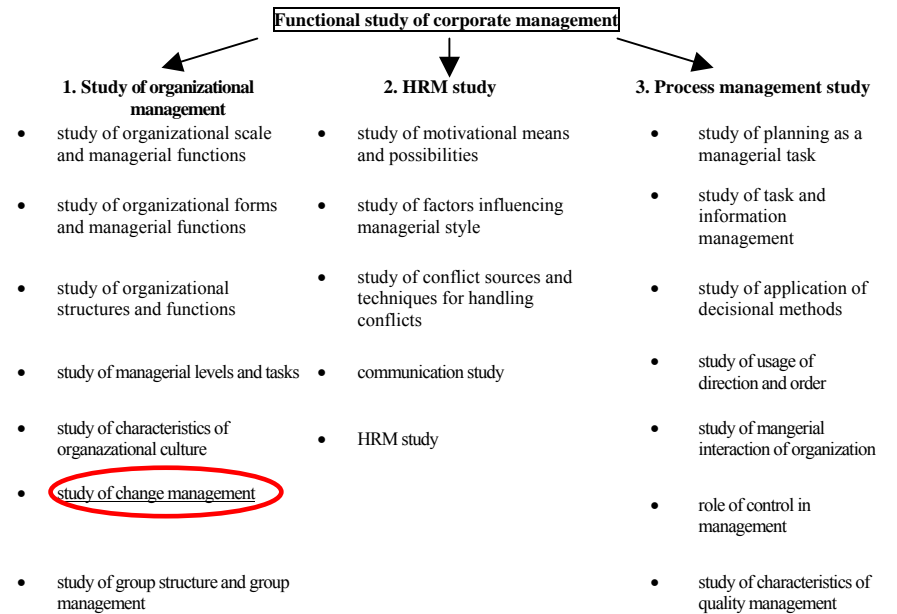
My researchal subject functions as a part of „Study of organizational management“. As a result of the modular built up, which is typical of this researchal programme, results of separated examinations of individual units organically belong to each other, so conclusions can be drawn, which characterizes the total organizational operation. As a result of researches of the same examination series carried out in different periods, the examination of time continuity is secured. Managerial points, attitudes connecting managerial activity and taking a suitably wide time interval examination series, the success of applied managerial, organizational methods can be evaluated.

Corresponding to this aim I chose such organizations to examine, the activity field of which represented the largest part of the operational field of the domestic agricultural sector. At the composition of the sample I considered that both raw material producing and organizations involved in processing/distributing basic activity be represented. Among raw material producing companies, there are units involved in animal husbandry and plant production, too. There are cereals, wheats, root crops inside them, animal husbandry organizations are involved in cattle, pig, sheep. I think a sample like this composed from the region's agricultural organizations by this viewpoints enables comparison of effect of changes and real deductions to be made.

Results to be evaluated originate from all(bottom, middle, top) managerial levels of all organizations of the sample, so defined expectations and attitudes of changes of different organizational levels can be compared, and the rank of change management methods considered successful by them can be examined connecting to it. The base for the research was carried out by questionnaire method (CSEH-SZOMBATI et al, 1971) with bottom, middle, top managers of selected organizations of the sample. The questionnaire, composed by professional literature suggestions , first was specified during personal trial interviews with 3(different level)randomly selected managers, and the final form was created by experiences of these talks. Harmonizing with the aim many question circles were changed, as different managerial backgrounds of answerers required the clearance of some

definitions and concepts. The final questionnaire was forwarded to the selected organizations by polltaker instead of post, so as to secure the relevant answer. This data recording-processing method is one of the most reliable and successful way by the equal judgement of domestic and foreign professional literature (BABBIE, 1999). As a result of attendance of the polltaker the questionnaire is completely filled in, so factors of the sample are fully examined. Moreover, the polltaker could clear some definitions occasionally, which enabled consequent answers.

Figure 1.: Structure of Research at the Department of Managerial Sciences



Source: Berde, Cs. (2000): A vállalati menedzsment funkcionális vizsgálata. Debrecen

Parallely with my specific researches of managing change, the researchal programme „The functional study of corporate management” started by the Department of Management in 1997 dealt with this field, too. As a result of this partial overlap, in the questionnaire series of this researchal programme including a real wide database with more thousands cases, a specific group of questions were put to study the affected organization and their changes. Out of the 1340 general managerial interviews I used 210 copies by the method of random selection from the multitude. Considering selection I defined completeness of general information of interviewees and affected organization (group defining factors required to statistical analysis) and naturally, totally answered question groups as the single criteria.

The relevant (13th) question of the general managerial questionnaire examined the effects of most influencing changes for the company in the past decade and connected explicit managerial attitudes. As these questions, resulting from the reasons mentioned above, were answered without polltaker, but covered a really greater part of ther territory of the country with many cases, I think, they enable to make established, tendency-like general definitions.

As a result of the characteristics of the subject, the target group of the research involved managers of individual organizations. They have an overview of the total company originating from their positions, and this group can influence by conscious decisions through managerial means the operation of the company, defining the success by it. I separately examined the opinions of top, middle, bottom level managers of all companies. So I had opportunity to compare the explicit opinion for change of different level managers of companies with the same profile, and I could describe the judgement of the importance of changes of the examined region’s agricultural organizations.

Considering structure, the questionnaire is divided by two parts.

- General data collector
 1. Relevant data of the interviewee (age, highest graduation, rank)
 2. Relevant information of the examined organization (organizational form, operational profile, number of employees, revenue of the previous year, profit before taxation)

As interviewed managers-justified by preliminary trial interview-wanted to stay behind without indicating their names, so individual interviewees got individual identifying codes, by the help of which the sex of the interviewee can be identified.

The rest of the questionnaire is the main part, the interview itself, in which managers have to qualify 82 factors inside 7-7 question circles. The first 7 question examined the relation of the organization and changes, the other 7 examined the effect of the changes for the interviewee. I applied closed and open questions during the examination, this way securing the completion of the interview by important factors, which were possibly left out from the structure of directed questions. At relevant questions, individuals had to rank from 1 to 5. (1:least or no importance, 2: small importance, 3:intermediate, 4: important factor, 5: outstanding factor, most or best)

The interviewee could rank with similar points the indicated factors of questions, so the main goal was not the rank of defined factors, but their individual evaluation based on subjective value judgement. Despite, points of factors of the same subjects reflect some ranking, as interviewees qualify relevant factors into individual quality categories compared to the individual elements of the list.

At questions of the second part of the relevant part of the questionnaire- referring to the interviewee-I did not applied the ranking from 1 to 5, but I asked them to make tendency-like definitions. These questions examined the effects of changes for the individuals, their position inside the organization and working conditions. All questions were defined as „incomplete sentences”, here they had to add one definition out of the suggested 3 tendency-like ones to the incomplete sentence.

(For example: As a result of changes, your responsibility.....?
a; increased b; decreased c; did not change.

Or corresponding to the situation they have to qualify by the application of relevant graphical symbol (+,-,0).

At the examinational processing of data, I applied many mathematical and statistical analyzing means well-known and applied in the practice of social research.

- As a result of the characteristics of the research and survey, at the detailed analysis of relevant questions of subjects- as all interviewees took part with simple weight- the comparison of factors of different quality factor groups was made by comparing their arithmetical average value.
- Gained results beside numeral data, so as to compare visually, were indicated on stripe diagramm. On these, as a result of indication of factors in different colours, differences and their scale can be compared.
- So as to eliminate distortion originating from the arithmetical average values I analyzed the scatter value and frequency of sample varieties.
- I carried out the distributional and rank examinations of some factors and their rated values.
- The connection between sorting into categories and ranking by purposefully created groups, as quality categories was analyzed by one factorial independent sample variance analysis. This method is the most suitable to determine whether there is significant difference between groups created by simple, above mentioned factors.(Vargha, 2000, Kerékjártóné és Mundruczó,1989, Hunyadi et al, 2001, Hajdú et al., 1994).
- This method enabled statistically prove (or disprove if required) the influencing effect of examined factors, grouping factors. During my evaluation, I only considered values less than 0,05 significant.
- In cases I parallelly determined the value of the so called Cramer-factor, which represents the tightness of connection between 2 factors plotted against the precise position of two extreme value for a number between 0 to 1, so complete and prove results of variance analysis.
- To carry out researches as a first step I created variables grouped by different viewpoints by the use of information from the general data collector of the questionnaire.
- I selected the operational form of examined organizations to be the first possible group creating factor (plc, ltd, cooperation).
- To describe the effectiveness of organizational operation I selected profitability to be a suitable factor. This index was defined as a quotient of the profit before tax and annual revenue from

available data of the relevant company. As 5 companies provided us with data, groups created by this index do not provide the minimal 5 elements per variable groups required to create statistical connections. So, for expediency purposes, I only seeked tendency like connections between the profitability of companies and answers.

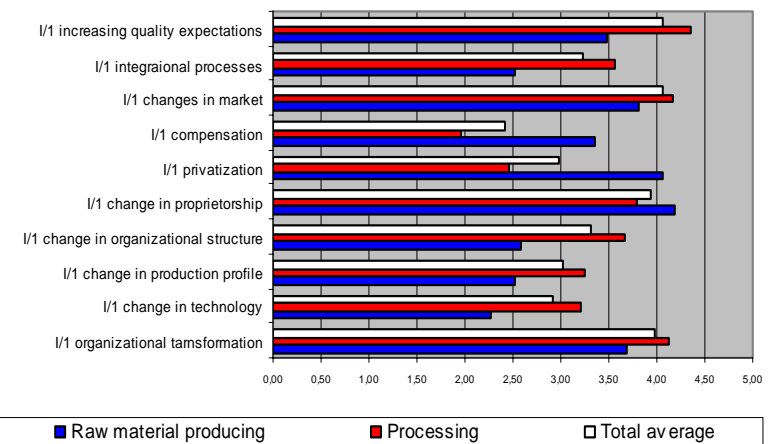
- Interviewed managers were categorized into groups by age, too. Corresponding with the practice of the statistical office (KSH) 10 years intervals created the distinct categories of the class middle frequency row.
- As the total research concentrated on the value judgement of different managerial levels, I examined the answers of bottom-, middle-, top managerial categories as a group creating factor.
- I examined the effect of graduation against the experienced managerial standpoint for change. Considering expediency purposes, from the original 4 graduation categories I created 3 by contraction, into which almost identical part were sorted, by this creating the possibility to make general type definitions.
- I examined how the basic activity circle of affected organizations determines the managerial opinion of change, moreover which change managerial methods were considered to be most successful by managers of diferent activity companies. Corresponding with it, I differed between agricultural raw material producing, food industrial companies involved in processing considering main organizational profile.
- Considering many questions, I examined whether there is a connection between the sex of the interviewee and received points.

RESULTS AND EVALUATIONS

Based on my results I can state the following:

- By the use of managerial interviews I demonstrated that, according to managers of examined agricultural associated organizations, nowadays emphasized quality production has a detemining role in the changes of the agricultural sector and stressed priority. (Figure 2.). Beside quality and changed market condition system, the third most important change was the organizational transformation of the economic unit, which orginated from the characteristics of agriculture. Organizations involved in processing industry acted more sensitively to the technological changes in the sector, compared to the productional ones. The comparing analysis of results indicated the tight positive connection between the members of hierarchial levels inside the organization and the graduation of the person from that certain position, mainly considering higher management.

Figure 2.: IMPORTANCE OF CHANGES CONSIDERING ACTIVITY



Source: own examinations

- I examined factors preventing and supporting changes. Explicit expectations of the domestic market and legal structure were considered to be the most important generating force, and the determining effect of the possible EU accession is not widely perceptible. (Table 1.) Out of factors preventing changes-transformations, most of the managers indicated the not satisfactorial financial conditions as most important. This was followed by controversial feeling originating from the emotional habit of the individual, the fear from losing job and absolute devotion to the habits. There were differences in the judgement of the importance of preventing factors above at different age classes, too. The comparing analysis of managerial levels showed that members of bottom levels were controversial and suspicious of any top level started innovation, change, fearing from the dismissal effect of rationalization.

Table 1.

RANK OF IMPORTANCE OF FACTORS INDUCING CHANGES

I / 2 FACTORS	RANK
I/2 government provision, legislature	3
I/2 expectations of domestic customers	1
I/2 expectations of foreigner customers	2
I/2 activity of competitors	5
I/2 credit conditions of banks	8
I/2 EU- accessional ambitions	9
I/2 transforming subsidies	4
I/2 lack of credit of economic actors	7
I/2 development of international technology	6
I/2 changed requirements for free time	10

Source: own examination

- Analyzing data I examined how managers evaluate change managerial methods considered to be the most general and successful by effectiveness by managerial methodology (Table 2.) Out of factors above managers highlight the realization of flawless, two way communication, and the need for wide information exchange becomes most important connected to it. Interviewed managers mainly stressed the success of change management based on democratic, active employee participation. There was a tight connection between the scale of organization, structure and individual preference of some managerial methods. Considering almost all less democratic factors I observed the higher average points of affected managers of organizations involved in producing raw material. The value judgements of the three main managerial levels were clearly separated from each other.

Table 2.

RANK OF THE SUCCES OF SOME CHANGE MABAGERIAL METHODS BY MANAGERIAL EVALUATIONS

Factors	Rank
I/4 wide information transfer	2
I/4 two way communication	1
I/4 participation	3
I/4 support, help	4
I/4 negotiation and agreement (deal)	5
I/4 manipulation (lie)	8
I/4 bribery	9
I/4 validation of power	7
I/4 raising feeling of urgency	6

Source: own examination

- Results of motivational examinations validated the hypothesis saying financial incentives, such as rise in salary have precedence over all other motivational means. Second was the continuous feedback from the success of work done. I found significant differences in answers of managers of different profile organizations. While financial acknowledgement was absolutely first considering raw material producing companies, than the continuous feedback of results were absolutely stressed in processing industry, which is almost promptly able to qualify the work by easy numeral specific production indexes. The separated examination of different age groups indicated the higher career acknowledgement and risk taking skill of the 30-39 years manager. I called them manager generation and their average significantly differed from the average of answers. (Table 3.) Differences in answers of the 3 hierarchical managerial levels indicated that the widening of the worker's responsibility circle represented less motivating force by bottom level managers, compared to the other levels.

Table 3

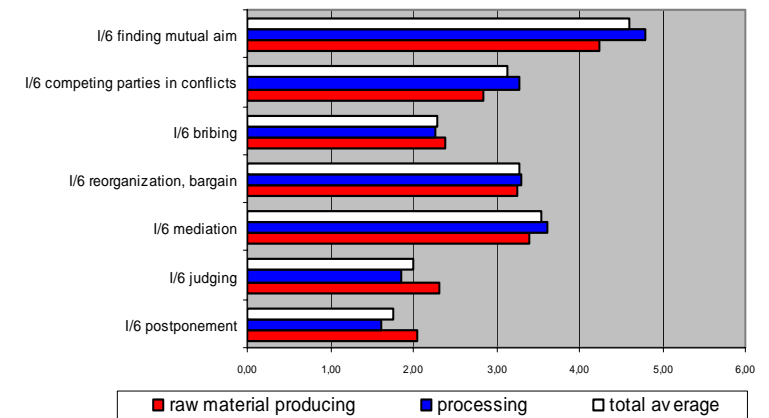
EXAMINATION OF THE EFFECTIVENESS OF MOTIVATIONAL INCENTIVES BY AGE

	20 - 29	30 - 39	40 - 49	50 - 59	Total average
1/5 Financial acknowledgement	1	3	1	1	1
1/5 improving working conditions	3	6	6	7	6
1/5 praise	5	5	5	5	5
1/5 penalty	10	10	10	10	10
1/5 job enrichment	9	9	9	9	9
1/5 chances for promotion	7	7	7	8	8
1/5 knowledge of purpose	4	1	4	4	4
1/5 conditions indication of results	2	2	3	3	2
1/5 further education, training	8	8	8	6	7
1/5 responsibility and individual	6	4	2	2	3

Source: own examination

- I separately analyzed the managerial judgement of the effectiveness of conflict treating techniques applied to solve arising conflicts resulting from change. Based on professional literature I took all the most general methods, and asked the interviewees to qualify and evaluate them. Interviewees, almost without exceptions, preferred the understanding of mutual aims bearing positive content the best, as the most effective method for treating conflicts. Differentiating productional profile I experienced that competing parties in the conflicts was judged to be a most effective method by members of the processing industry. At the same time managers of raw material producing companies ranked solutions representing less democratical means with higher values, such as the validation of authority word originating from the filled position. Analyzing results by managerial levels I experienced that members of higher and higher positions are more obliged to the democratical, constructive results instead of ones offering mutual satisfaction. (Figure 3.)

Figure 3.: EVALUATION OF THE SUCCESS OF CONFLICT-TREATING TECHNIQUES CONSIDERING BASIC ACTIVITY OF THE ORGANIZATION



Source: own examinations

- Analyzing the affect of changes in employees' number, which belong to one personal direction and the position of the interviewee I experienced that positions of managers in organizational hierarchy stayed the same. Considering one group with many employees there was a step ahead, and changes only influenced the position of a relative thin layer. Results justified my hypothesis saying cost rationalizing ambitions of employers' are forthcoming to a greater extent, which is demonstrated by the progressive decrease of number of employees' (Table 4.)
- My examinations of the effect of changes to the interviewee's tasks inside the organization demonstrated that responsibility of two third of managers considerably widened, at that same time the number of such managers is small, who represented the contracting responsibility as a result of changes. I received parallely similar results to my questions aiming tasks to be solved and composition. I experienced a hard differentiation by grouping members by age. As the years go by less part of managers evaluate recent past's changes as a progressive influencing factor in own, personal responsibility. Usually professional experience and routine connected to the age are in the background of it.

Table 4.

VARIATIONS OF THE EFFECT OF CHANGE TO THE POSITION

	Total average	
	II/1 position in hierarchy	II/2 number of subordinates
Decreased	12%	41%
No change	51%	33%
Increased	37%	25%

Source: own examinations

- I analyzed the effect of changes to the working conditions. I studied the standpoint of managers considering both financial and not financial type working conditions. The general negative tendency change in financial situation could be obviously observed, which closely connected to the technical standard of equipment of the organization. (Table 5.)This tendency hit the organizations involved in agricultural raw material producing to an increased degree. Improvement were experienced considering informatical resources and professional knowledge of human capital.This tendency is highly notable, as determining part of the interviewees indicated the long-term unchange in training possibilities inside the organization. This supports my hypothesis saying parallely with increased market need, training, as an organizational task loses more and more from its role, and its position is overtaken by self-taught, external educational forms.

- In acknowledgement examinations I demonstrated a statistically justified connection between the financial situation of companies and the acknowledgement of managerial job. I saw that professional judgement of managers in processing industry considerably improved, possibly as a result of the acclimatized higher technical standard connected to enter of financially strong international companies. Considering social acknowledgement, members of the 30-39 age group demonstrated the most positive experiences, who were the most ambitious employee layer.

Table 5.

THE INFLUENCING AFFECT OF CHANGES IN WORKING CONDITIONS

Factor	Tendency	Total average
II/6 financial conditions of the organization	No change	36%
	Worsened	38%
	Improved	26%
II/6 technical standard of equipments	No change	24%
	Worsened	31%
	Improved	45%
II/6 informatical standard and equipment supply	No change	19%
	Worsened	8%
	Improved	73%
II/6 professional knowledge of subordinates	No change	44%
	Worsened	5%
	Improved	51%
II/6 training opportunities inside the company	No change	42%
	Worsened	17%
	Improved	41%
II/6 external training opportunities	No change	43%
	Worsened	18%
	Improved	39%
II/6 support from top management	No change	44%
	Worsened	7%
	Improved	49%
II/6 possibility for two way information exchange	No change	37%
	Worsened	11%
	Improved	52%

Source: own examinations

- I examined how interviewees evaluated all managerial tasks in different sections of change management process. Considering timeliness I separated 3 sections of the managerial job considering change according to professional literature. Result say in the term of „release“ external and internal information access and planning activity are primary tasks, two-way communication and organization are of intermediate importance and conflict treatment, order-direction, controlling activity are less important (Table 6.)During actual „change“, the role of the 3 most important managerial tasks of preparational period decreases, and parallelly all other factors become most important. At the same time answers showed the decrease of role of decision, motivating subordinates, communicational development, organizational and personnel tasks. At the „consolidating“ period of achieved results,

managers indicated the increasing repeated role of external-internal information , and further strenghtening of control and motivating subordinates. During „consolidation” I experienced the different rate decrease in subjective importance considering all other factors compared to the term of „ change”. (Figure 4.)

Figure 3.: THE JUDGEMENT OF THE ROLE OF MANAGERIAL TASKS
IN THE 2nd AND 3rd SECTION OF CHANGE

MANAGERIAL TASK	CHANGE	CONSOLIDATION	Change	Change
	összátlag	összátlag	Scale	direction
I/7 external info access and provide	3,72	3,75	0,03	↑
I/7 internal info access and provide	4,17	4,29	0,12	↑
I/7 communication	4,50	4,30	-0,21	▼
I/7 planning tasks	3,87	3,72	-0,15	▼
I/7 decisional tasks	4,42	4,18	-0,24	▼
I/7 direction, order	4,19	3,95	-0,23	▼
I/7 organizational tasks	4,38	3,90	-0,48	▼
I/7 controlling	4,37	4,50	0,14	↑
I/7 motivation	4,23	4,26	0,04	↑
I/7 personnel tasks	4,05	3,77	-0,28	▼
I/7 conflict treatment	4,27	3,92	-0,35	▼

Source: own examinations

NEW OR NEWAL RESULTS OF THE THESIS

- ✓ By the use of managerial interviews I demonstrated that, according to managers of examined agricultural associated organizations, nowadays emphasized quality production has a determining role in the changes of the agricultural sector and stressed priority. (Figure 2). Beside quality and changed market condition system, the third most important change was the organizational transformation of the economic unit, which originated from the characteristics of agriculture. Organizations involved in processing industry acted more sensitively to the technological changes in the sector, compared to the productional ones.
- ✓ Experimental results of change managerial methods indicated, that interviewed managers mainly stressed the success of change management based on democratic, active employee participation. There was a tight connection between the scale of organization, structure and individual preference of some managerial methods. Considering almost all less democratic factors I observed the higher average points of affected managers of organizations involved in producing raw material. The value judgements of the three main managerial levels were clearly separated from each other.
- ✓ Analyzing the effect of changes in employees' number, which belong to one personal direction and the position of the interviewee I experienced that positions of managers in organizational hierarchy stayed the same. Considering one group with many employees there was a step ahead, and changes only influenced the position of a relative thin layer. Results justified my hypothesis saying cost rationalizing ambitions of employers' are forthcoming to a greater extent, which is demonstrated by the progressive decrease of number of employees'.
- ✓ My examinations of the effect of changes to the interviewee's tasks inside the organization demonstrated that responsibility of two third of managers considerably widened, at that same time the number of such managers is small, who represented the contracting responsibility as a result of changes. I received parallelly similar results to my questions aiming tasks to be solved and composition. I experienced a hard differentiation by grouping members by age. As the years go by less part of managers evaluate recent past's changes as a progressive influencing factor in own, personal responsibility.
- ✓ During the analysis of the effect of changes to the working conditions, the general negative tendency change in financial situation could be obviously observed, which closely connected to the technical standard of equipment of the organization. This tendency hit the organizations involved in agricultural raw material producing to an increased degree. Improvement were experienced considering informatical resources and professional knowledge of human capital. This tendency is highly notable, as determining part of the interviewees indicated the long-term unchange in training possibilities inside the organization. This supports my hypothesis saying parallelly with increased market need, training, as an organizational task loses more and more from its role, and its position is overtaken by self-taught, external educational forms.
- ✓ I separated 3 sections of the managerial job considering change according to professional literature. Result say in the term of „release“ external and internal information access and planning activity are primary tasks, two-way communication and organization are of intermediate importance and conflict treatment, order-direction, controlling activity are less important. During actual „change“, the role of the 3 most important managerial tasks of preparational period decreases, and parallelly all other factors become most important. At the same time answers showed the decrease of role of decision, motivating subordinates, communicational development, organizational and personnel tasks. At the „consolidating“ period of achieved results, managers indicated the increasing repeated role of external-internal information , and further strenghtening of control and motivating subordinates. During „consolidation“ I experienced the different rate decrease in subjective importance considering all other factors, compared to the term of „ change“.

PUBLICATIONS FROM THE SUBJECT OF THE THESIS

Reported/lectorated scientific articles:

1. Keréjártó G.: Mezőgazdasági vállalkozások keresztmetszeti vizsgálata a vezetői attitűdök viszonylatában. Agrártudományi Közlemények 10 – Különszám, Acta Agraria Debreceniensis Debrecen, 2003. 261-270.p.
2. Keréjártó G.: Az elmúlt tíz év változásainak vezetői értékelése különböző szervezeti formában működő vállalatoknál. Agrártudományi Közlemények 1, Acta Agraria Debreceniensis Debrecen, 2002. 82-86.p.
3. Keréjártó G.: Change Management In Agriculture. International Symposium: Prospects for the 3rd Millennium Agriculture Kolozsvár, 2001. 275-277.p.
4. Berde Cs. – **Keréjártó G.**– Gályász J.: Importance of Quality Management in Agriculture. International Scientific Days Nyitra, 2001. 11-15. p.

Reported/lectorated conference papers:

5. Keréjártó G.: Változás – alkalmazkodás. Erdei Ferenc emlékülés – Tudományos Konferencia; Kecskemét, Kecskeméti Főiskola, Kertészeti Főiskolai Kar 2001. Vezetés – szervezés szekció 432-434.p.
6. Berki S.–**Keréjártó G.**–Dienesné K. E.–Berde Cs.–Gályász J.–Juhász Cs.: Az infokorszaki munka és unalom. (poszter) Erdei Ferenc emlékülés – Tudományos Konferencia; Kecskemét, Kecskeméti Főiskola, Kertészeti Főiskolai Kar 2001. Vezetés – szervezés szekció 472-478.p.
7. Keréjártó G.: Szervezeti működés változó körülmények között. (poszter) Erdei Ferenc emlékülés – Tudományos Konferencia; Kecskemét, Kecskeméti Főiskola, Kertészeti Főiskolai Kar 2001. Vezetés – szervezés szekció 552-555.p.
8. **Keréjártó G.** - Gályász J: Managing questions of agricultural changes. VII. Nemzetközi Agrárökonómiai Tudományos Napok Gyöngyös, 2000. 1-3. p.
9. Keréjártó G.: Tudatos (?) változásmenedzselés a mezőgazdaságban. VIII. Nemzetközi Agrárökonómiai Tudományos Napok Gyöngyös, 2002. 83. p.
10. Keréjártó G.: Vezetői vélemények a közelmúlt változásairól. XLIII. Gergikon Napok Keszthely, 2001. 443-447. p.
11. Berde Cs.–Berki S.–Dienesné K.E.–Juhász Cs.–**Keréjártó G.**: Az unatkozó vezető. XLIII. Gergikon Napok Keszthely, 2001. 578-582. p.
12. Berde Cs.– Dienesné K.E.–Gályász J.–Juhász Cs.–**Keréjártó G.**: Vezetői motiválás az alkalmazotti létszám függvényében. XLIII. Gergikon Napok Keszthely, 2001. 598-601. p.
13. Berde Cs.– Berki S.–Dienesné K.E.–Gályász J.–Juhász Cs.–**Keréjártó G.**: Vezetői interjúk értékelése. XLIII. Gergikon Napok Keszthely, 2001. 608-612. p.
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