

JEEEMS

Journal of East European Management Studies

Archiv

Vol. 4, issue 2, 1999

Journal for East European Management Studies (JEEMS)

Editor-in-Chief/Herausgeber: R. Lang, TU Chemnitz

Editorial Board/Herausgeberrat: E. Dittrich, Universität Magdeburg
M. Dobák, Budapest Univ. of Econ. Sciences
U. Gehmann, Universität-GH Wuppertal
G. Hollinshead, Bristol Business School
C. Morgenstern, TEQ GmbH Chemnitz
I. Novy, University of Economics Prague
S.A. Sackmann, UdB München
D. Wagner, Universität Potsdam

Coordinator/Koordinator: I. Winkler, TU Chemnitz

Corresponding members/Mitarbeiterkreis:

G. Bagijev, University of Econ. & Fin. St. Petersburg	C. Mako, Hungarian Academy of Science Budapest
C. Baitsch, TU Chemnitz	M. Maly, University of Economics Prague
M. Becker, Universität Halle-Wittenberg	W. Maslow, Lomonossov University Moscow
J. Belak, University of Maribor	M. Mathiopoulos, British Aerospace
M. Buble, University of Split	W. Mayrhofer, Wirtschaftsuniversität Wien
E. Dülfer, Universität Marburg	S. Michailova, Copenhagen Business School
S.G. Echevarria, Universidad de Alcala Madrid	D. Nesterova, Gorky State University of Ekaterinburg
V. Edwards, Buckinghamshire College	R. Nurmi, Turku School of Economics
J. Erpenbeck, Max-Planck-Institut Berlin	P. Pawlowsky, TU Chemnitz
F. Ettrich, Päd. HS Erfurt/Mühlhausen	D. Pucko, University of Ljubljana
M. Gaitanides, UdB Hamburg	S. M. Puffer, Northeastern University
B. Grancelli, Università di Trento	R. Schmidt, Universität Jena
J. Hentze, TU Braunschweig	G. Schreyögg, FU Berlin
D. Holtbrügge, Universität Dortmund	W. Schüler †, Universität Magdeburg
M. Ignatov, Bulgarian Academy of Science	G. Schwödau, O.-v.-Guericke Universität Magdeburg
Z. Ilmete, University of Riga	L. Sekelj, University of Beograd
G. Ionescu, Western University Timisoara	T. Steger, TU Chemnitz
D. Ivanov, Berlin	C. Stojanov, Universität Saarbrücken
J. Jezak, University of Lodz	L. Suchodojeva, University of Nishnij Novgorod
N. Kailer, Ruhr-Universität Bochum	R. Üksvärav, University of Tallinn
K. Lindert, TU Braunschweig	H. Wächter, Universität Trier
J. Liouville, Université R.S. Strasbourg	R. Whitley, Manchester Business School
S. Llaci, University of Tirana	G. Zaitsev, University of Econ. & Fin. St. Petersburg
R.-E. Lungwitz, Institut WISOC, Chemnitz	K. Zalai, University of Economics Bratislava
F. Luthans, University of Nebraska Lincoln	

Address:

JEEMS, Postfach 964, 09107 Chemnitz, **Tel.:** +49 371 531 4156, **Fax:** +49 371 531 3987

E-Mail: ingo.winkler@wirtschaft.tu-chemnitz.de; **URL:** <http://www.tu-chemnitz.de/wirtschaft/bwl5/jeems>

Journal for East European Management Studies (ISSN 0949-6181)

The Journal for East European Management Journal (JEEMS) is published four times a year. The subscription rate is EURO 45,00 including delivery and value added tax. Subscription for students is reduced and available for EURO 22,50. For delivery outside Germany and additional EURO 4,00 are added. Cancellation is only possible six weeks before the end of each year. Single issues of JEEMS may be obtained at EURO 14,80.

The contributions published in JEEMS are protected by copyright. No part of this publication may be translated into other languages, reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, magnetic tape, photocopying, recording or otherwise without permission in writing from the publisher. That includes the use in lectures, radio, TV or other forms.

Copies are only permitted for private purposes and use and only of single contributions or parts of them.

For any copy produced or used in a private corporation serving private purposes (due to §54(2) UrhG) one is obliged to pay a fee to VG Wort, Abteilung Wissenschaft, Goethestraße 49, 80336 München, where one can ask for details.

Das Journal for East European Management Studies (JEEMS) erscheint 4x im Jahr. Der jährliche Abonnementpreis beträgt 45,00 EURO inkl. MWSt. und Versandkosten. Abonnements für Studenten sind ermäßigt und kosten 22,50 EURO inkl. MWSt und Versandkosten. Für den Versand ins Ausland werden jeweils zusätzlich 4,00 EURO berechnet. Kündigungsmöglichkeit: 6 Wochen vor Jahresende. Einzelhefte von JEEMS sind zum Preis von 14,80 EURO erhältlich.

Die in der Zeitschrift JEEMS veröffentlichten Beiträge sind urheberrechtlich geschützt. Alle Rechte, insbesondere das der Übersetzung in fremde Sprachen, vorbehalten. Kein Teil darf ohne schriftliche Genehmigung des Verlages in irgendeiner Form - durch Fotokopie, Mikrofilm oder andere Verfahren - reproduziert oder in eine von Maschinen, insbesondere von Datenverarbeitungsanlagen, verwendete Sprache übertragen werden. Auch die Rechte der Weitergabe durch Vortrag, Funk- und Fernsehsendung, im Magnettonverfahren oder ähnlichem Wege bleiben vorbehalten. Fotokopien für den persönlichen und sonstigen eigenen Gebrauch dürfen nur von einzelnen Beiträgen oder Teilen daraus als Einzelkopien hergestellt werden.

Jede im Bereich eines gewerblichen Unternehmens hergestellte oder benützte Kopie dient gewerblichen Zwecken gemäß § 54(2) UrhG und verpflichtet zur Gebührenzahlung an die VG Wort, Abteilung Wissenschaft, Goethestraße 49, 80336 München, von der die einzelnen Zahlungsmodalitäten zu erfragen sind.

As of 1999 the Journal for East European Management Studies is being indexed by the International Bibliography of the Social Sciences (IBSS).

Editorial

Miklós Dobák 105

Articles

Veljko Rus

Privatisation of Non-Profit Organisations 107

Claudia Feichtinger/Gerhard Fink

Der kollektive Kulturschock im Postkommunismus 128

Doina Catana / Alexandru Catana / Jim L. Finlay

Managerial Resistance to Change: Romania's Quest for a Market Economy 149

Forum

Zuzana Dvoráková

Lohngestaltung in der Tschechischen Republik 165

Kommentare von:

Jiri Kleibl 170

Ivan Nový 174

Book Reviews

J. Hölscher et al. (ed.): Book Series "Conditions of Economic Development in Central and Eastern Europe. - reviewed by *Johannes Stephan* 176

Herman W. Hoen: The Transformation of Economic Systems in Central Europe. - reviewed by *Jens Hölscher* 180

News / Information

IV Chemnitz East Forum - "Business Ethics in Central and Eastern Europe" - by *Rainhart Lang* 181

Financial Turbulences and Capital Markets in Transition Countries - A Conference Report - by *Jens Hölscher and Alexander G. Aulibauer* 183

Kolumne

Ethikprobleme von Unternehmen in Rußland - by *Juri Osadschij* 190

Editorial Mission of JEEMS

Objectives

The Journal for East European Management Studies (JEEMS) is designed to promote a dialogue between East and West over issues emerging from management practice, theory and related research in the transforming societies of Central and Eastern Europe.

It is devoted to the promotion of an exchange of ideas between the academic community and management. This will contribute towards the development of management knowledge in Central and East European countries as well as a more sophisticated understanding of new and unique trends, tendencies and problems within these countries. Management issues will be defined in their broadest sense, to include consideration of the steering of the political-economic process, as well as the management of all types of enterprise, including profit-making and non profit-making organisations.

The potential readership comprises academics and practitioners in Central and Eastern Europe, Western Europe and North America, who are involved or interested in the management of change in Central and Eastern Europe.

Editorial Policy

JEEMS is a refereed journal which aims to promote the development, advancement and dissemination of knowledge about management issues in Central and East European countries. Articles are invited in the areas of Strategic Management and Business Policy, the Management of Change (to include cultural change and restructuring), Human Resources Management, Industrial Relations and related fields. All forms of indigenous enterprise within Central and Eastern European will be covered, as well as Western Corporations which are active in this region, through, for example, joint ventures. Reports on the results of empirical research, or theoretical contributions into recent developments in these areas will be welcome.

JEEMS will publish articles and papers for discussion on actual research questions, as well as book reviews, reports on conferences and institutional developments with respect to management questions in East Germany and Eastern Europe. In order to promote a real dialogue, papers from East European contributors will be especially welcome, and all contributions are subject to review by a team of Eastern and Western academics.

JEEMS will aim, independently, to enhance management knowledge. It is anticipated that the dissemination of the journal to Central and Eastern Europe will be aided through sponsoring.