

## News / Information

**Fifth Annual CREEB Conference**  
*The Impact of Transformation on Individuals, Organizations, Society*

22 – 23 June 1999

The fifth annual CREEB conference attracted around 65 participants to the University College's Missenden Abbey Management Centre. Participants came from British universities and from universities in the countries of Central and Eastern Europe, notably Belarus, Croatia, Estonia, Hungary, Poland, Romania and Slovenia as well as from Australia, Finland and France. The range of nationalities was, however, even larger.

The conference was given a lively opening by the first keynote speaker, Dr Ed Clark of Nottingham Trent University who is a co-author of *Organizational Change in Post-Communist Europe* (with Anna Soulsby). The main thrust of Dr Clark's talk was that in order to understand the changes in CEE since 1989 it is vital to understand the motives of managers. While economic data present a picture of developments at the macro level, such data do not explain the ways in which individual countries have actually evolved. Managers' narratives, on the other hand, contain explanations of managerial behaviour at the micro level and underpin our understanding of overall developments.

The second keynote speaker, Alan Saunders, Director of Hinksey Network and Associate, BioSS International, presented his experiences of being involved in management development with senior Gazprom managers and Polish managers. Mr Saunders underlined the importance of building understanding and trust by responding to the needs of the non-British partners. In addition he outlined an analytic tool for identifying managerial gaps which had proved effective in well established market economies and the economies of CEE and the FSU.

38 papers were presented at the conference, covering a range of themes, from macroeconomics to country, company and individual case studies. A number of papers focused on industry and corporate restructuring. An innovation of this year's conference was a session devoted to developments in China, with contributions also being made from participants from China. Participants generally commented favourably on the variety of perspectives and methodologies, and the paper sessions were characterized by a lively and constructive debate.

It was evident from the papers that the impact of transformation – on individuals, organizations and society – is ongoing. Many participants also were of the opinion that the process in CEE, the FSU and other transforming economies is likely to persist for a considerable period for time, thus continuing to provide a source of interesting and valuable research.

## EACES Award 2000

### The best doctoral dissertation in comparative economic systems and economics of transition.

The European Association for Comparative Economic Studies (EACES) invites proposals for 'EACES award 2000' for the best doctoral dissertation in the fields of comparative economic systems and economics of transition.

The award is endowed with Euro 700,- for the winner. He or she will be given the opportunity to present his/her work at a plenary session of the 6th EACES conference in Barcelona, Spain on September 7-9, 2000. EACES will furthermore provide assistance to enable the winner to publish his dissertation in book form.

The prize will be awarded to the work that in the opinion of the jury has the greatest potential to impact the field of comparative economic studies in the future. Both theoretical and empirical contributions are appropriate. They may cover any area covered by the research sponsored by EACES including comparative analysis of different economics systems, evolution of economic systems and institutions, and the transition from central plan to market economy.

#### Enquiries and Submissions

To be eligible for the 'EACES award 2000', the doctoral dissertation must have been accepted for the degree of PhD (or equivalent in continental Europe) between January 1998 and December 1999. Further enquiries may be addressed to the person below. The deadline for submissions is January 31, 2000. Proposals, accompanied by one copy of the dissertation and five copies of an abstract in English of no more than 15 pages (1,5-spaced, normal fonts, incl. exhibits) should be send to:

#### Past winners and their dissertations:

- 1998: Klaus Meyer (London Business School, now Copenhagen Business School)  
*Determinants of Direct Foreign Investment in Central and Eastern Europe*
- 1996: Bert van Selm (University of Groningen, now Leiden University)  
*The Economics of Soviet Break-up*
- 1994: Wim Swaan (University of Amsterdam, now University of Maastricht)  
*Behaviour and Institutions under Economic Reform. Price Regulation and Market Behaviour in Hungary.*

#### Contact:

European Association for Comparative Economic Studies (EACES)

c/o Dr. Klaus Meyer  
CEES, Copenhagen Business School  
Dalgas Have 15  
DK- 2000 Frederiksberg  
Denmark

fax: (45) 3815 3037  
e-mail: km.cees@cbs.dk  
phone: (45) 3815 3033

## **Eliten in Sachsen**

### **Forschungsworkshop an der TU Chemnitz**

Am 9. Juli 1999 fand in der Professur Organisation und Arbeitswissenschaften der Fakultät für Wirtschaftswissenschaften der Technischen Universität Chemnitz der erste Workshop im Projektverbund „Elitenwechsel in Sachsen“ statt, an dem Wissenschaftler aus Chemnitz, Dresden, Jena und Trier teilnahmen, die in ähnlich gelagerten Projekten arbeiten. Im genannten Projektverbund, der vom Sächsischen Staatsministerium für Wissenschaft und Kunst finanziert wird, werden Verwaltungseliten (Projektteil A), Führungskräfte der Wirtschafts- und Arbeitgeberverbände, Gewerkschaften, Kammern und Berufsverbände (Projektteil B) und Schriftstellereliten (Projektteil C) einer besonderen Untersuchung unterzogen. Darüber hinaus wird im Projektteil B analysiert, welche Wege Führungskräfte der ehemals in den DDR-Bezirken Dresden, Karl-Marx-Stadt und Leipzig ansässigen Kombinate in den letzten zehn Jahren gegangen sind.

Ziel des Workshops war es, erste Ergebnisse der Arbeit im Projektverbund vorzustellen und zu diskutieren. Dabei konnten bereits in Auswertung der ersten narrativen biographisch ausgerichteten Interviews wichtige Antwortfelder zur Frage abgesteckt werden, in welcher Weise und in welchem Maße Eliten als Personen, die sich durch ihre gesellschaftliche Macht bzw. ihren Einfluß auf gesellschaftlich bedeutsame Entscheidungen auszeichnen, die Konstituierung und Stabilisierung von Institutionen beeinflußt haben und somit als wichtige Akteure bzw. Förderer des Transformationsprozesses in den neuen Bundesländern wirksam geworden sind. Es wurde bereits hier deutlich, daß Herkunft, Profil, vorhandene, veränderte und sich neu herausbildende Wertvorstellungen sowie Handlungsmuster der politischen, der ökonomischen und der kulturellen Eliten sowie deren horizontale und vertikale Integration wesentlich mitbestimmen, in welchem Maße sich im Freistaat Sachsen ein selbsttragender wirtschaftlicher Aufschwung entwickelt und eine rechtsstaatlich fundierte repräsentative Demokratie auf Dauer stabilisiert.

Im Mittelpunkt der streitbaren Diskussion standen inhaltliche und methodologische Probleme. Am Beispiel des Kapitalienbegriffs von Bourdieu wurde als wünschenswert herausgearbeitet, die Untersuchungen so anzulegen, daß sie zumindest bezüglich wesentlicher Ergebnisse sowohl untereinander als auch mit anderen ähnlich gelagerten Forschungen vergleichbar sind. Neben der Suche nach bekannten Handlungsmustern sollte versucht werden, möglicherweise bisher unbekannte Muster zu generieren. Desweiteren wurde unterstrichen, daß es wichtig und notwendig wäre (aber auch besonders schwierig ist), Wertvorstellungen und Handlungsmuster nicht nur in ihrer damaligen bzw. heutigen Existenz aus heutiger Sicht statisch zu beschreiben, sondern auch die Dynamik des Prozesses ihrer Veränderungen zu erfassen. Nach

einer Typisierung bestimmter Entwicklungswege und der dazugehörigen Herkünfte, Profile, Wertvorstellungen und Handlungsmuster sollten die Analysen in Einzelbiographien weiter vertieft und detailliert werden.

Im Ergebnis der Diskussion wurde vereinbart, die Kooperation zwischen den Projekten weiterzuführen und zu vertiefen. Eine Zweitaufgabe des Workshops ist zum Projektende im November/Dezember 2000 geplant.



### **The KT'99 Conference „The Transfer of Scientific Knowledge“, Bucharest, 3-4 August 1999.**

The conference was organized jointly in Bucharest by the National Centre of the Army, the Society “Romanian Atheneum”, and the Academy for Economic Studies, attracting around 30 participants engaged mainly in academic research.

The papers presented by researchers, coming from various domains, were focused on the topics of the transfer of scientific knowledge specific to the academic world and were concentrated on the ways to improve the process of the transfer of knowledge.

The conference was opened by an address of Prof Dr Balaceanu-Stolnici, member of the Romanian Academy and President of the Society “Romanian Atheneum”, who stressed the importance of the interdisciplinary approach of the transfer of knowledge for the development of the science.

Prof Dr Dolphi Drimer, the rector of the Ecological University, pointed out the three main obstacles to the efficient transfer of knowledge in general and of scientific knowledge in particular: Firstly the breaking up of the mentalities, secondly the division into fragments of the science and thirdly the political breaking up. He concluded that on long term the consequence of these facts will be the tearing to pieces of the planetary equilibrium, the ecological disaster.

In a paper of Ticovschi the preponderance of the information and knowledge on the energy and the substance as essential model of our world was substantiated. Examples of the use of energy intensive technologies and polluting technologies in developing countries, with huge consumption of resources were cited. Taking into account that the energetic are limited, as well as the portability of the ecological systems, the high costs of the transfer of efficient technologies (consisting mainly in knowledge) from developed countries to developing countries are not only ethically wrong; the rapid consumption of the planetary scarce resources, as matter of fact, disadvantages the mankind. The paper ended with the conclusion that a new attitude and policy concerning the transfer of scientific and technological information and knowledge, mainly in the domain of

intensive energy consuming and polluting technologies from developed regions to less developed regions, has to be promoted.

Osmatescu (Republic Moldavia) and Stoica (Romania) presented a paper on modelling the transfer of knowledge by “subtle systems”. The concept of “subtle sets” enlarges the capabilities of the fuzzy sets methods by their capability to operate with sets of parts of events. The “subtle sets” methods open according to the view of the authors of the paper new prospects in the field of the transfer of the knowledge.

The other presented papers covered a broad range of topics comprising the transfer of the knowledge and the chronological continuum, the Puritanism and the refuse of knowledge, the scientific modelling and its relationship to the history and the time being, the general structural model of the management of the transfer of the knowledge, a hermeneutic phenomenological approach of the artificial intelligence, the transfer of knowledge related to the co-ordination process of the agent-environment interaction’s systems, the mathematics and the wisdom of the proverbs.

Through the participation of researchers from the Republic Moldavia, the conference had an international character, even if addressing only Romanian speaking participants. Therefore, only papers drafted in Romanian are available.

*Vladimir Ticovschi*

Further details can be obtained on the following E-mail address:

[bulz@aism-gw.pub.ro](mailto:bulz@aism-gw.pub.ro)

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### **Research Report on: Values of the People and Ethics of Business Organizations in Russia**

The thesis of the report are based on results of three studies (1990, 1994, 1998), executed on a uniform technique, and two inquiries of experts (1997, 1998).

Special features of the consciousness of values of Russians in the nineties of the XX century were found. Such as: 1) stability of a nucleus and periphery of this consciousness and 2) high mobility of intermediate fields of consciousness of values. Tendencies of liberalization and rationalization of the structure of Russian’s values are observed.

The value-dynamics correspond to changes of interests of the socio-cultural levels of Russian society. All are joined by the aspiration to maintain the social

order. But valued senses of the order are various for different socio-cultural levels.

At a individual level of behavior there are revealed two alternative pairs of valued positions: 1) everyday humanism and power-aspiring-egoism, 2) consumer conformism and enterprising nonconformism.

In organizations there are complex combinations of macro-social and individual valued positions. In many business organizations of Russia there is a complex of acute problems. The survey of experts representing 43 commercial organizations of the bank sphere of Moscow, has revealed a structure of problems at the basic levels of functioning of organizations.

A significant part of these problems has social character, including values and ethical aspects. First of all, they are connected to positions of the enterprising nonconformism and power-aspiring-egoism of the top management of business organizations. On the other hand, the various staff groups have a considerable potential of consumer conformism and everyday humanism. The collision of these positions leads to conflicts in organizations.

According to the experts, in three of four cases the problems of the organizations have reached the acuteness 4,5 points on a five-mark scale. In a result, even before the general crisis of banks, almost half of the banks in Moscow could be described to do business in a pre-crisis or already crisis.

In August, 1998 the general crisis of bank system of Russia has begun. One of its major preconditions are societal and moral reasons. The crisis has not removed but has even more intensified these reasons.

For further information please contact

*Prof. Nikolaj Lapin, Russian Academy of Sciences, Institute of Philosophy, Moscow.*



Prof. Wagner, Mitglied des Herausgeberrates von JEEMS, wurde zum Vize-Präsidenten der Universität Potsdam gewählt. Er wird diese Amt bis Ende 2000 bekleiden.

Prof Wagner, member of the editorial board of JEEMS, was announced to become vice president of the Potsdam University. He will be in charge until the end of the year 2000.