

## **VIII Chemnitz East Forum**

### **Cooperation between East and West: Westernization of the East or Easternization of the West?**

**13-15 September 2007**

**Chemnitz, Germany**

The Faculty of Economics and Business Administration of the Chemnitz University of Technology organized the VIII Chemnitz East Forum, lead by Prof Rainhart Lang, from September, 13<sup>th</sup> to September, 15<sup>th</sup> 2007. Present and future themes of research on transformations in the Middle and Eastern European countries were subject of the international conference named “Cooperation between East and West: Westernization of the East or Easternization of the West?”.

This event is to enable an intensive exchange of knowledge and experiences between academics of Eastern and Western Europe on the one hand, and to develop research cooperations on the other hand. Furthermore universities of Eastern and Western Europe shall be able to establish or expand contacts with each other in the interdisciplinary symposium. So, scientists of different fields congregated in this forum: economic and management scientists, educationalists and sociologists.

The VIII Chemnitz East Forum was a meeting of leading European researchers working in the area of organizational changes in transforming societies. 26 scientists of 13 countries discussed previous and present research topics. They also initiated new corporate projects. Up-and-coming young scientists working on themes of transformation took part, too.

Current fields of transformation scientific research were treated at the conference, addressing following aspects:

- Enlargement of Western and Eastern methods of management in Central and Eastern European (CEE) countries,
- Transfer of methods of human resource management and organizational structures between East and West,
- Leadership in international cooperations, East-West joint ventures as well as enterprises in MEE with Western management,
- Internationalization strategies of Central and Western European enterprises,
- Cooperate governance and board of management structures of CEE enterprises as well as joint ventures,
- Developing organizational forms of East-West cooperation and

- Ethical aspects of East-West cooperations.

The presentations dealt with aspects of organizational change and cooperation between organizations in Middle and Eastern European countries as well as Western Europe and Northern America. Especially results of theoretically based empiric researches were lectured. Based on the lectures, presented discussions followed enabling an extensive exchange of ideas.

Lectures and discussions made clear that East-West cooperations, in particular caused by differences in power, are still especially marked by a transfer from West to East. Detailed studies and closed examinations however show that this process is not a simple transfer of solutions. Furthermore, local players develop differing strategies of adaptation and further development of transferred institutions, elements, concepts, and solutions. The role of national, regional or organizational cultures behind the influences of the “old” system was notably emphasized. In addition, not only the influence of lines of business with their special conditions and sometimes very different integration in local or global markets but also chosen strategies and ways of implementation of Western management concepts and instruments were of importance. In the end, specific conditions lead to a change in meaning concerning transferred institutions in the Central and Eastern European context, and are partly reflected in changed identities of organizations in CEE countries. While the conference mainly looked at the very differentiated process of the partial ‘Westernization’ of the East, the reversed process of has just begun.

One result of the discussions is that theoretically founded analyses are required concerning the development of scientific research approaches. “Multi-theory-approaches” may be suitable because of the complexity of processes but request a meta-theoretical frame or at least sufficient consistency between the used theories. Beside quantitative analyses qualitative researches are still of importance. Concerning the scientists’ role in this process the significance of a critical approach was emphasized. This approach is to avoid one-sided partisanship and examine problems in the process of cooperation and mutual transfer. A positive statement of the discussion was that scientific cooperations between colleagues from Central and Eastern European countries, like GLOBE-Romania, bear first fruits.

Status and problems of abstract publications about management in Central and Eastern Europe, published in leading management papers, were compared to articles of the Journal for East European Management Studies (JEEMS) in a pre-conference-workshop. The bigger part of publications about management in Central and Eastern Europe were written by Western researchers, but in JEEMS the number of regional authors and institutions was significantly higher.

We would like to thank the numerous sponsors and supporters, especially the Friedrich Ebert Foundation, German Research Foundation, Chemnitz University

of Technology, Daimler-Chrysler-Fonds, Association of Friends of the Chemnitz University of Technology, envia Mitteldeutsche Energie AG, Stadtwerke Chemnitz, NILES-SIMMONS Industrieanlagen GmbH as well as Lichtenauer Mineralquellen. They enabled us to organize another high quality conference, that - with dignity - gets into line with Eastern public discussions and enlarges the role of the Chemnitz University of Technology Commitment as hub of East-West-relations.

*Ingo Winkler / Rainhart Lang*



**EIASM Workshop**  
**Organisational Change and Development in Transitional Countries**  
**18-19 October 2007**  
**Vilnius, Lithuania**

24 papers reflecting various stages of development, from embryonic to completed, were presented at the workshop and covered a range of disciplines, including HRM, strategy, entrepreneurship, accounting and IT. The topics addressed macro and micro issues and involved both private and public sectors in the countries of Central and Eastern Europe, the Former Soviet Union, China, Malaysia and the Arab World. A considerable amount of empirical work was presented, complemented by sound conceptual and theoretical underpinning.

The overall quality of the papers was high, the papers were well presented and were followed by informative question and answer sessions. The delegates reflected the global theme of the workshop and the atmosphere of the workshop was of a constructive and collegial exchange of research, ideas and views. It is planned to hold the next workshop in **September 2008**.

*Vince Edwards*

**Call for Papers**  
**EURAM Annual Conference**  
**Special track:**  
**Organizational Changes in Institutional Context**  
**14-17 May 2008**  
**Ljubljana and Bled, Slovenia**

Institutionalists have stressed the importance of the institutional environment for understanding the behavior of organizations. Institutions could be seen from both the structural and social perspective. From a structural viewpoint institutions exist as institutionalised forms of 'external social constraints'. From the social perspective institutions can be understood as operating to enforce behavioural definitions, which may take the form of either 'cultural accounts' or 'cultural rules'. This means that institutions are accounts of how the social world works and embody normative principles and social values.

How do major global transformations (economic, political, and societal) influence the practice of change management at the organizational level, particularly in developing and transitional countries? What can we learn from practice in contexts of high volatility that can be translated into and transferred towards OCD theory and practice in general? To what extent is the theory and practice of OCD evolving as a result of the transfer of knowledge to and from transitional and other contexts?

**Papers are invited primarily but not exclusively on the following topics:**

- the impact of globalization on organizational change
- international organizations as organizational change agents
- the diffusion of organizational change practice
- implementing organizational change in transitional countries
- developing organizational change practice
- education and training for organizational change
- organizational change practice in transitional countries and theory development
- the state and organizational change
- resistance to organizational change

**Track chairpersons:****Ruth Alas**, Estonian Business School**Vincent Edwards**, Buckinghamshire Chilterns University College**Thomas Steger**, Chemnitz University of Technology**More information:** <http://www.euram2008.org/home.asp>Papers submission can be done via the official EURAM website –  
**Deadline: 18 January 2008.**

<p><b>Call for Papers</b></p>
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<p><b>European Union Review of Organizing</b></p>
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<p><b>A Research and Practice Oriented Journal</b></p>
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The purpose of **EUROPEAN UNION REVIEW OF ORGANIZING (EUROO)** is to represent the richness and the diversity of research and practice in the organization field especially toward the European continent. With the European Union, the question of the European organizations' common features and differences is debated: Is there an emerging identity of European organizations? Are the national characteristics preeminent over the European common ones, as compared to other continent specificities?

EUROO is a double-blind peer review with high level of scientific requirements with a special feature: we accept articles in the main European languages. Currently we accept papers in English, German and French. Papers in other languages will be considered. EUROO is a completely free of access electronic review. Thus we can publish papers without delays once accepted and they will be accessed without any restriction.

EUROO gives to authors and readers a room to express themselves in the field of organization theory. More precisely, it gives the opportunity to analyze from different perspectives by comparing and by criticizing the concepts of organizations and organizing. The requirements and constraints of the economic and social tensions at the national or international level should not be forgotten.

Submitted papers can utilize qualitative or quantitative approaches. Also submitted papers can examine methodological and conceptual questions. They should make substantive theoretical and empirical contributions. Finally, practical experiences written by researchers or professionals are also important since they contextualized concepts founded on academic research.

EUROO is open to all research streams in organization theory. This field is at the frontiers of several disciplines. Combining research and practical articles in the same review should provide to our readers and authors more richness in order to understand in a better way the organization.

**The scientific board of EUROO includes the following academics:**

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**Ingo Winkler**, Chemnitz University of Technology, Allemagne

**Call for Papers**

**Journal for East European Management Studies**

**Special Issue:**

**Culture and Leadership in Central and East European Countries**

The GLOBE project on Leadership and Culture has led to great efforts to analyse the relationship between Culture and Leadership in a cross cultural perspective. I have also stimulated a lot of research attempts in and on CEE countries, which have been, up to now, only partly published. The special issue is aimed at a focused presentation of the up-to date research results on CEE countries.

**The papers should deal with:**

- National and regional cultures and their (inter-)relationships in CEE countries
- Organizational cultures and leadership
- Motives and values of managers and owners
- Impact of culture and leadership on commitment and economic success of the organizations
- Consequences for cross-cultural cooperation, HRM policies and management development.

We especially welcome comparative studies within Central and East European Societies and Cultures. The focus is on theoretically based empirical studies of quantitative or/and qualitative nature.

The submitted papers will be subject of a double-blind review process by one reviewer from the GLOBE Community and one reviewer from JEEMS editorial board. The special issue will consist of 4 or 5 papers, framed by an introduction paper from the guest editors.

**Deadline** for paper submission: **31 January 2008**. The special issue is planned to appear in Summer 2008.

All submissions should be sent to the ordinary JEEMS address including a remark “Special issue Culture and Leadership”.

*Gyula Bakacsi and Rainhart Lang*  
(Editors of the special issue)