

Management in the Central and Eastern European transitional countries

*Daniel Pučko**

Individual articles published in JEEMS and elsewhere analyze individual aspects of the management process and its changes in different transitional countries. There is a certain lack of an overall overview of what has been achieved in the last decade in the management field in the companies in the region. This issue seems to be a topic that should be discussed by many researchers and acting managers. Mass media often raise the question of what is the quality of acting managers in companies in the transitional countries. The answers given are usually not founded on firm empirical evidence. Certainly one might argue in an indirect way that a better macro economic performance of a country could prove that also the management quality in that particular country is better. I would prefer to discuss the management quality issue in a more direct way.

It is not unknown that management could be defined in different ways. Management means managers in organizations. Management means a scientific discipline. Management means a process which is present in any organization. My intention is to discuss the management from the latter aspect. The management process could be defined as a set of activities directed at combining resources efficiently and effectively in order to attain the organization's goals (Barney/Griffin, p. 8). Managers carry out the management process. This process is divided into steps in many ways. Let us use here two classifications of its subparts. The first offers the management process as a set of management functions, i.e. planning, organizing, leading, and controlling (any other enumeration of management functions will probably include at least these four functions!). The second classification differentiates the management process by areas of management, i.e. marketing, finance, operations, human resources, and others. While approaching the management process along these two classifications we can ask ourselves what one could assess about the management quality levels in companies in the European transitional countries nowadays?

It is beyond my capabilities to discuss the overall quality level of the management processes in companies in all transitional countries. Therefore the

* University of Ljubljana