

JEEMS

Journal of East European Management Studies

Archiv

Vol. 6, issue 3, 2001

Journal for East European Management Studies (JEEMS)

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

Editorial Board/Herausgeberrat: E. Clark, Royal Holloway Univ. of London

E. Dittrich, Universität Magdeburg

M. Dobák, Budapest Univ. of Econ. Sciences

V. Edwards, Buckinghamshire College

C. Morgenstern, TEQ GmbH Chemnitz

I. Nový, University of Economics Prague

D. Wagner, Universität Potsdam

Coordinator/Koordinator: I. Winkler, TU Chemnitz

Corresponding members/Mitarbeiterkreis:

R. Alas, Estonian Business School

M. Becker, Universität Halle-Wittenberg

J. Belak, University of Maribor

M. Buble, University of Split

D. Catana, Technical University of Cluj-Napoca

S.G. Echevarria, Universidad de Alcala Madrid

J. Erpenbeck, Max-Planck-Institut Berlin

F. Ettrich, Päd. HS Erfurt/Mühlhausen

M. Gaitanides, UdB Hamburg

B. Grancelli, Università di Trento

I. Gurkov, Higher School of Economics, Moscow

J. Hentze, TU Braunschweig

G. Hollinshead, Bristol Business School

D. Holtbrügge, Universität Dortmund

M. Ignatov, Bulgarian Academy of Science

Z. Ilmete, University of Riga

G. Ionescu, Western University Timisoara

N. Kailer, Ruhr-Universität Bochum

K. Lindert, TU Braunschweig

J. Liouville, Université R.S. Strasbourg

S. Llaci, University of Tirana

R.-E. Lungwitz, Institut WISOC, Chemnitz

F. Luthans, University of Nebraska Lincoln

C. Mako, Hungarian Academy of Science Budapest

M. Maly, University of Economics Prague

W. Maslow, Lomonossov University Moscow

W. Mayrhofer, Wirtschaftsuniversität Wien

S. Michailova, Copenhagen Business School

R. Nurmi, Turku School of Economics

P. Pawlowsky, TU Chemnitz

A. Pocztowski, Cracow University of Economics

D. Pucko, University of Ljubljana

S. M. Puffer, Northeastern University

R. Schmidt, Universität Jena

G. Schreyögg, FU Berlin

G. Schwödiauer, O.-v.-Guericke Universität Magdeburg

L. Sekelj, University of Beograd

A. Soulsby, Nottingham University Business School

T. Steger, TU Chemnitz

C. Stojanov, Universität Saarbrücken

B. Suklev, University of Skopje

R. Üksvärav, University of Tallinn

H. Wächter, Universität Trier

R. Whitley, Manchester Business School

K. Zalai, University of Economics Bratislava

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 benutzte 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

- Enterprise Restructuring and Sources of Competitive Advantage in Transforming Economies – *by Karoly Balaton* 235

Articles

Ed Clark

- Enterprise Fragmentation in the Czech Transformation: Emerging Patterns of Dependence and Independence 239

John Hassard, Jackie Sheenan, Jonathan Morris, Xiao Yuxin

- In Search for Enterprise: State-Sector Reform and Societal Transformation in China 261

Yongping Chen

- Downsizing and flexibility: Recent employment restructuring in Chinese state-owned machinery manufacturing companies 278

Maja Makovec Brenčič

- Analyzing Competitive Advantages on the Basis of Resource-based View: The Concept of Price and Non-price Factors 313

Book Reviews

- Ole Nørgaard, *Economic Institutions and Democratic Reform. A comparative Analysis of Post-Communist Countries*, in the "Economies and Societies in Transition" series - *reviewed by Doina Catana, Alexandru Catana* 331

- Restructuring Networks in Post-Socialism Legacies, Linkages, and Localities*, edited by Gernot Grabher, David Stark - *reviewed by Eckhard Dittrich* 335

News / Information

- Commercial and Non-Commercial Sectors in Russia: Looking for Collaboration – *by Gordin V., Khoreva L., Sirotiouk N.* 337

- A Parametric Model of the Competitive Abilities of Firms and Personnel Management Therein – *by Aleš Gregar* 342

- Conference Announcements/Konferenzankündigungen 346

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.