

# JEEMS

Journal of East European Management Studies

Archiv

Vol. 2, issue 1, 1997

# Journal for East European Management Studies (JEEMS)

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

**Editorial Board/Herausgeberrat:** E. Dittrich, Universität Magdeburg  
M. Dobák, Budapest Univ. of Econ. Sciences  
U. Gehmann, Universität- GH Wuppertal  
G. Hollinshead, Bristol Business School  
D. Ivanov, Cognos International Berlin  
I. Nový, University of Economics Prague  
S.A. Sackmann, UdB München  
D. Wagner, Universität Potsdam

**Coordinator/Koordinator:** T. Steger, TU Chemnitz-Zwickau

## Corresponding members/Mitarbeiterkreis:

G. Bagijev, University of Econ. & Fin. St. Petersburg	C. Mako, Hungarian Academy of Science Budapest
C. Baitsch, TU Chemnitz-Zwickau	M. Malý, University of Economics Prague
M. Becker, Universität Halle-Wittenberg	M. Mathiopoulos, NordLB Hannover
E. Dülfer, Universität Marburg	W. Mayrhofer, TU Dresden
S.G. Echevarria, Universidad de Alcala Madrid	S. Michailova, Copenhagen Business School
V. Edwards, Buckinghamshire College	D. Nesterova, Gorky State University Ekaterinburg
J. Erpenbeck, Max-Planck-Institut Berlin	R. Nurmi, Turku School of Economics
F. Ettrich, Päd. HS Erfurt/Mühlhausen	P. Pawlowsky, TU Chemnitz-Zwickau
M. Gaitanides, UdB Hamburg	R. Schmidt, Universität Jena
B. Grancelli, Università di Trento	G. Schreyögg, FU Berlin
J. Hentze, TU Braunschweig	W. Schüler, Universität Magdeburg
D. Holtbrügge, Universität Dortmund	L. Sekelj, Institute of European Studies, Beograd
Z. Ilmete, University of Riga	B. Stieler-Lorenz, a&o research Berlin
G. Ionescu, Valachia University of Targoviste	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
F. Luthans, University of Nebraska Lincoln	K. Zalai, University of Economics Bratislava

## Address:

JEEMS, Postfach 964, 09107 Chemnitz

Tel.: +49 371 531 4156, Fax: +49 371 531 3987, E-Mail: [t.steger@wirtschaft.tu-chemnitz.de](mailto:t.steger@wirtschaft.tu-chemnitz.de)

## **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 DM 78 for one year (including value added tax). Subscription for students is reduced and available for DM 39 (including value added tax). The annual delivery charges are DM 6. Cancellation is only possible six weeks before the end of each year.

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 personal purposes and use and only from 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 DM 78,- inkl. MWSt. Abonnements für Studenten sind ermäßigt und kosten DM 39,- inkl. MWSt. Die Versandkosten betragen DM 6,- pro Jahr. Kündigungsmöglichkeit: 6 Wochen vor Jahresende.

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.

<hr/>	
Editorial	
<i>Dieter Wagner</i>	5
<hr/>	
Articles	
<i>Milan Malý / Jiri Dedina</i>	
Veränderungen im Management tschechischer Betriebe	8
<i>Nils-Erik Aaby / Marin Marinov / Svetlana Marinova</i>	
Managers' Characteristics: Results from an Exploratory Comparison of Young Managers in Bulgaria and USA and its Implications for Management Education in Bulgaria	22
<i>Robert Skopp</i>	
Die neuen Unternehmer: Eine multivariate Analyse der Übernahmemotive bei ostdeutschen MBOs	35
<hr/>	
Forum	
<i>Gerd Walger</i>	
Ein beratungsorientiertes Change- Management- Konzept für Unternehmen in Lettland	54
<i>Zaneta Ilmete</i>	
Kommentar zum Artikel: „Ein beratungsorientiertes Change- Management- Konzept für Unternehmen in Lettland“	74
<i>Peter F Drucker on Management</i>	76
<hr/>	
Book Reviews	
<i>Mark Ebert</i>	
über M. Benkenstein et al. (Hrsg.): Osteuropa im Umbruch	93
<i>Stefan Slavik</i>	
über I. Novy et al.: Interkulturalni management	94
<i>Thomas Steger</i>	
über P. Gunzenhauser: Unternehmenssanierung in den neuen Bundesländern	96
<hr/>	
News / Information	
<i>Frank Heideloff; Axel Fischer / Krystyna Poznanska; S. Zafarpour; Anamaria M. Cristescu</i>	99
<hr/>	
Column	
<i>Laslo Sekelj / Mladen Lazic</i>	
The Nationalisation of the Yugoslav Economy	108

# 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.

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 welcomed, 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.