

Da vermag es nicht zu verwundern, daß sich das Literaturverzeichnis durch eine Flut von Wirtschaftsberichten und Statistiken aus amtlichen und halbamtlichen (THA, Verbände) Quellen einerseits und einem geradezu frappierenden Mangel an einschlägiger kritischer Fachliteratur (Albach „Zerrissene Netze“, Pieper „Personalmanagement“ und „Managementtraining in Osteuropa“, Heidenreich, Marz, Schmidt R., Steinle/Bruch, Stratemann etc.) auszeichnet.

Fazit: Der Hauptzweck der vorliegenden Schrift (Promotion zum Dr. rer. oec.) ist offensichtlich erreicht worden. Der Rest ist Schweigen...

Thomas Steger, Lehrstuhl für Organisation und Arbeitswissenschaft, TU Chemnitz-Zwickau

BUCKINGHAMSHIRE BUSINESS SCHOOL
Centre for Research into East European Business
-CREEB-
THIRD ANNUAL CONFERENCE
24 and 25 June 1997
Central and Eastern Europe in a Global Context

CALL FOR PAPERS

The theme of the 1997 conference is Central and Eastern Europe in a Global Context and will include topics such as

- The Integration of CEE countries in the European/global economy
- FDI
- Alternative models of transformation and their relevance to CEE
- Research issues: philosophy, methodology and practice

Venue: Newland Park, Chalfont St Giles, Bucks, UK

Abstracts of proposed papers should be submitted by Monday, 24 February 1997

Completed papers for publication in the conference proceedings must be submitted by Monday, **19 May 1997**

For further details, contact:

Conference Support International Limited
 The Old Granary, 27-29 Chester Road
 Castle Bromwich, Birmingham, B36 9DA, UK
 Phone: +44(0)121 776 7799 Fax. +44(0)121 776 7447

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News / Information

Conference on „Recent Trends in Creativity, Innovation and Human Resource Management

On December 5th 1996 a conference on "Recent Trends in Creativity, Innovation and Human Resource Management" took place in Bratislava. The conference was organized by the faculty of management of Comenius University, Bratislava. Hosting 80 participants, among them mainly human resource managers from Slovakian companies, the conference put the importance of training and personnel development as a means to build organizational competences forward.

Five speakers highlighted various influences on the Slovakian economy and their consequences for human resource management. Prof. West (Moravian College, USA and Fulbright scholar at the Comenius University) discussed the rising threat of "borders" to transition economies in a globalizing world. Language, national, historical, functional, and power borders as obstacles in competitive markets render an organization's ability to decide on and reinforce changes crucial. Prof. Rudy (dean of the faculty of management, Comenius University) shared some of his impressions about human resource management in Japan with the conference participants. He said that from his point of view Slovakian human resource managers are still too sceptical about the transfer of Western or Far-Eastern management concepts.

The issue of transferring training concepts was discussed in detail by Mr Quilan (adviser with the Slovakian Human Resource Management Fond). In an empirical study of training activities in Slovakian enterprises, the Human Resource Management Fond found a shift from hard to soft skill training contents. Whereas most Slovakian companies believe that they have already acquired a sufficient knowledge in hard skills (financial management knowledge, information technologies, etc.), they estimate their soft skill level at around 30% of Western companies. Just as Mr Quilan advised Slovakian companies to adapt rather than adopt Western concepts in training, Mr Heideloff (Technical University Chemnitz-Zwickau) stressed the importance of self-assertion of Slovakian companies during the transition period. In seeking cooperations with Western partners Slovakian companies should not underestimate their position and should set goals for the training impact of the cooperation.

Finally, Prof. Luknic (Comenius University) presented new research findings on the relation of creativity and innovation. Using a four brain lobe model of managerial styles, he assessed the importance of both innovative managers, who

have new ideas and implement them, and creative managers, who help others to be innovative, for any organization's development.

The feedback from the participants showed a greater need for instrumental advice than provided by the conference speakers. The Comenius University's faculty of management will try to answer the interest in instruments and concise action advice when hosting the next human resource management conference in March 1997.

Frank Heideloff, Lehrstuhl für Management des technischen Wandels und Personalentwicklung, TU Chemnitz-Zwickau



Conference on Trans-European Management

Coesfeld, Germany, June 20 - 27, 1997

"What it means to be a manager in Europe"

The conference offers the unique possibility to experience one's own leading perceptions and attitudes towards the designing of organizations, and especially the working relations between individuals from various cultural contexts.

The conference focuses upon the commonly shared experiences among the participants, who live und work in a temporary organization created by their own.

All those working as managers or as advanced students at Management Business Schools who try to understand the tremendous changes inside today's Europe are invited to this outstanding learning possibility.

Conference languages are English, and/or German.

Fee for participants sponsored by their employees is DM 3.000,--, including meals and accomodation; fee is free of VAT.

A limited number of bursaries is available for participants in cases in which neither the participant nor the organization is in a position to pay a full fee.

Application deadline is **April 15th, 1997**.

For further information and the application form please contact:

Mr Werner Gottschall
Postfach 1327
D-54563 Gerolstein
Tel.+49-(0)6591-985013

Fax: +49(0)6591-985014

Die Wirtschaft Ostdeutschlands und Polens - Entwicklungen, gegenwärtiger Stand und Perspektiven

Zu diesem Thema fand am 19. und 20. Dezember 1997 in Leipzig ein gemeinsames wirtschaftspolitisches Seminar, veranstaltet von der Konrad-Adenauer-Stiftung, Bildungswerk Leipzig, der Gesellschaft für Deutschlandforschung, Fachgruppe Wirtschaftswissenschaft, der Jagiellonen-Universität Kraków, Fakultät für Betriebswirtschaft und Kommunikationswissenschaften und der Universität Leipzig, Wirtschaftswissenschaftliche Fakultät, Institut für Theoretische Volkswirtschaftslehre, statt. Die Verantwortung für die inhaltliche Vorbereitung des Seminars, die Leitung und die Organisation lag beim Institut für Theoretische Volkswirtschaftslehre an der Universität Leipzig. Teilnehmer des gemeinsamen wirtschaftspolitischen Seminars waren Wissenschaftler aus Deutschland und Polen, Gäste der Konrad-Adenauer-Stiftung, Mitglieder der Gesellschaft für Deutschlandforschung sowie Studenten der Wirtschaftswissenschaftlichen Fakultät der Universität Leipzig und der Fakultät für Betriebswirtschaftslehre der Universität Kraków. Darüber hinaus war das Seminar für Interessenten aus dem In- und Ausland offen.

Nach der Eröffnung des Seminars durch den Leiter des Bildungswerkes Leipzig der Konrad-Adenauer-Stiftung, Wolfgang Hilberer, führte der Direktor des Instituts für Theoretische Volkswirtschaftslehre und Leiter der Fachgruppe Wirtschaftswissenschaft in der Gesellschaft für Deutschlandforschung, Prof. Dr. Spiridon Paraskewopoulos, inhaltlich in die Thematik ein. Er betonte dabei insbesondere die ordnungstheoretischen und ordnungspolitischen Grundlagen des Prozesses der Transformation ökonomischer Systeme von zentralverwaltungswirtschaftlichen zu marktwirtschaftlichen Strukturen, deren Bedeutung sich - bei aller Unterschiedlichkeit der Bedingungen und der Transformationsstrategien - am Beispiel der beiden Länder besonders deutlich zeigt. Sowohl der Vergleich zwischen denselben als auch mit anderen Transformationsländern fördert Resultate zu Tage, die von allgemeinem wissenschaftlichem und wirtschaftspolitischem Interesse sind.

Die zwölf Referate gaben zu den nachfolgenden Themen einen Überblick über Entwicklungen und theoretische Reflexionen in Ostdeutschland und Polen, teilweise in zwei länderbezogenen Referatsteilen zu einer Thematik, teilweise auf spezifische Problemstellungen einer der beiden Transformationsökonomien bezogen:

- Vergleichende Analyse der wirtschaftlichen und sozialen Entwicklung in Ostdeutschland und Polen in den Jahren 1989-1995 am Beispiel ausgewählter

- Regionen (Dr. Cornelia Kunze, Universität Leipzig, Zentrum für Internationale Wirtschaftsbeziehungen; Dr. Jacek Klich, Universität Kraków)
- Unterschiedliche Wege im Privatisierungs- und Sanierungsprozeß der ehemals staatseigenen Unternehmen in Polen und der ehemaligen DDR (Prof. Dr. Aleksy Poczowski/ Dr. Tomasz Sapeta, Universität Kraków; Dipl. oec. Peter Steinmüller, Universität Leipzig)
 - Privatisierung "von unten" - Gründung neuer Unternehmen in Polen (Dr. Krystyna Poznanska, Universität Kraków)
 - Der Wandel der Wirtschafts- und Industriestruktur in den neuen Bundesländern Deutschlands (Günter Hieber, Universität Leipzig, Institut für Politikwissenschaften)
 - Die Bedeutung des Mittelstandes im Transformationsprozeß Ostdeutschlands (Dr. Friedrich Kaufmann, Institut für Mittelstandsforschung Bonn)
 - Die Bedeutung der ausländischen Investitionen für die polnische Wirtschaft (Dr. Janina Witkowska, Universität Łódz, Institute of Economics)
 - Die Entwicklung von Arbeitsmarkt und Beschäftigung in den ostdeutschen Bundesländern (Dr. Axel Fischer, Universität Leipzig)
 - Die Veränderung der sozialen Situation der Bevölkerung im Ergebnis des Transformationsprozesses in Polen und Ostdeutschland (Prof. Dr. Stanislaw Golinowska, Direktorin des Instituts für Sozialpolitik Warschau; Dr. Uta Schlegel, Kommission für die Erforschung des sozialen und politischen Wandels in den neuen Bundesländern, Halle)
 - Zur Perspektive des Transformationsprozesses in den mittelosteuropäischen Ländern (Dr. Hubert Gabrisch, Institut für Wirtschaftsforschung Halle).

Die Referate waren einerseits empirisch informativ, zum anderen spiegelten sie den Stand der theoretischen Verarbeitung des Transformationsgeschehens wider und analysierten die Wirtschaftspolitik der betreffenden Länder. Es erwies sich dem Anliegen der Veranstaltung als förderlich, einen stärker empirischen Beitrag an den Beginn gestellt zu haben und ausgehend von der realen Entwicklung und dem erreichten Ist-Zustand eine tiefere theoretische Durchdringung des Gesamtprozesses bis hin zum sehr gelungenen Wagnis einer Aussage über die Perspektive der Systemtransformation vorzunehmen.

Schwerpunkte in der ausgesprochen lebhaften Diskussion waren solche Hauptprozesse wie die Privatisierung und Unternehmensgründung, strukturelle Wandlungen im Bereich der Industrie, der Beschäftigung und auf den Arbeitsmärkten sowie der grundlegende Wandel der sozialen Systeme einschließlich der dabei auftretenden sozialen Konflikte.

Die Vorträge des Seminars werden 1997 veröffentlicht.

Axel Fischer, Universität Leipzig / Krystyna Poznanska, Universität Kraków

University of Hohenheim

Klaus Macharzina
Professor of Business Administration
President of the University of Hohenheim

CALL FOR PAPERS

EIBA - European International Business Academy

23rd Annual Conference

December 14-16, 1997, Stuttgart, Germany

General Theme

Global Business in the Information Age

Core sub-themes include:

- International Firms and Economies as Information Networks
- Managing MNCs as Information and Communication Networks
- Learning, Corporate Intelligence, and the Infrastructure of MNCs
- Globalization and Regionalization of the Business Environment
- R&D and Technology Management
- Governance Patterns in MNCs
- Property Rights in an Virtual World
- Ecology and Ethics in International Business
- Internationalization of Services
- Newly Declining Countries and Industries
- Cultural and HRM Problems in International Business
- Internationalization of IB Research and Education
- Trends in International Marketing
- Sourcing and Finance in International Business
- Conflicts within and through International Business
- International Business Theory

Competitive and workshop papers, suggestions for panels, consortia, symposia, and for poster sessions should be submitted by **September 15, 1997** to:

Prof. Dr. Klaus Macharzina
University of Hohenheim (510 E)
D-70593 Stuttgart, Germany
Tel. +49-711-459-2908
Fax +49-711-459-3288

E-mail. klausmac@uni-hohenheim.de

Social Protection and Professional Retraining of Unemployed Population in Russia

International Conference, March 17 -19, 1997, Moscow

Objectives of the conference

1. Evaluation of the processes in the field of social policy of Russia
2. Identification of the main tendencies in solving the problem of unemployment and professional retraining
3. Recommendations on improvement of organization and activities of employment agencies and centers of professional retraining

Programme of the conference

1. Discussion of the problems of unemployment, social protection and professional training of unemployed population
2. Exchange of experiences in the fields of establishing employment agencies, organizing professional retraining, development of programs of social protection, development of retraining study programs and creation of social-psychological services for provision of support to unemployed
3. Development of joint strategy and concrete recommendations

The conference is organized by The Committee of Labour and Employment of Moscow Government and The Managers Upgrading and Retraining Institute at Russian Economics Academy.

For further information, contact: MURI- Center of Professional Education
13054 Moscow, Zatsupa str. 41
Tel.: (+7095) 236 4692, 237 2584, 237 8654
Fax: (+7095) 230 2528, 237 8631, 236 3380



International Association of Cross Cultural Competence and Management

Objectives

The importance of intercultural cooperation gets crucial in a world of globalization beyond continuous internationalization of production and markets. In addition to management capabilities intercultural competence of managers is more and more important, both being key qualities for optimal cross- border allocation of production factors.

Setting up an international network of experts in the field of cross cultural competence opens the possibility for coordinated knowhow transfer and aims at bringing together those who work on this issue in order to promote and develop this subject in common. Emphasis will be layed on the organization of international workshops which will certainly be favourable to personal connections among the experts and might lead to new links between them and to creation of common research projects.

Furthermore it is supposed to facilitate the submission of project proposals, on the one side because it makes it easier to find suitable project partners, on the other because the existence of a consolidated network will in a sense be an encouraging argument with respect to the research funds.

Publication

The International Association of Cross Cultural Competence and Management will be publisher of a series („Cross Cultural Studies“), one number will be periodically edited once a year.

Each member will therefore be asked to make an article available to the Association for publication. This article might be a personal draft or composed from the member´s staff (results of research projects, discussion papers, abstracts of research activities, theories, methods, training programmes, empirical studies and other).

Meetings

It is supposed to organize a meeting at regular intervals (once a year) to discuss current problems respectively to present and reflect the latest approaches in research.

For further information, contact:

Ass.- Prof. Mag. Dr. S. Zafarpour
Zentrum für Auslandsstudien
Wirtschaftsuniversität Wien
Augasse 2 - 6
1090 Wien, Austria

Tel.: +43 (0)222 31336 4310

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Business and Development in Central and Eastern Europe

A workshop on Business and Development in Central and Eastern Europe was held at the University of Bradford Management Centre at the beginning of this year.

Twenty-six participants with research interests in the region met, therefore, on the 8th and 9th of January. They came from: Anglia Polytechnic University; Aston Business School; Buckinghamshire College Business School; Centre for East European Studies, Copenhagen Business School; CISME Centre, London Business School; City University Business School; Darlington College of Technology; Development and Project Planning Centre, University of Bradford; Department of Management Studies, University of Glasgow Business School; Huddersfield University Business School; Oxford Brookes University; Polish Agency for Foreign Investment (PAIZ); University of Bradford Management Centre; University of East London; and Warwick Business School.

The workshop started with an Introduction from Professor Graham Hooley (Aston Business School) which allowed the participants to introduce themselves and their research interests, to make or renew acquaintances, and to express expectations from their participation in the workshop. Notable was Professor Roderick Martin's (Department of Management Studies, University of Glasgow Business School) remark emphasising the lack of a unifying framework for the research on Central and Eastern Europe. The two day workshop continued with extensive discussions on four major areas. Foreign Direct Investment in Central and Eastern Europe: The Polish Perspective introduced by Mr. Robert Zakrewski (Polish Agency for Foreign Investment); Political Economy: Macroeconomics, Employment Issues, Local Tensions, Privatisation and European Union Enlargement introduced by Ms. Juliana Borsos-Torstila (London Business School); Foreign Market Entry Strategies: Joint Venture Partner Selection, Networks, Small and Medium Sized Enterprise introduced by Dr. Keith Brouthers (University of East London); and Culture, Technology and the Workplace: Organisational Change, Human Resource Management, Technology Transfer, Comparative National Cultures and Management, Individualisation of the Workplace introduced by Dr. Jonathan Winterton (University of Bradford Management Centre).

The workshop ended with The Way Forward: Research Opportunities, Training and Consultancy, Publications and Collaboration introduced by Professor Hafiz Mirza (University of Bradford Management Centre), the main organiser who summarised the discussions held during the two day workshop and suggested a

future for the research on Central and Eastern Europe in the United Kingdom. The participants agreed that the initiative originated at the University of Bradford Management Centre should be carried forward. The next workshop of this kind, therefore, will take place at the Aston Business School in approximately six months' time. An offer to host a future workshop came, also, from the Copenhagen Business School.

Other issues discussed concerned facilitating the participation of Central and East European researchers, launching a newsletter which would keep the participants in contact with one another and up-to-date with their research interests, bringing together researchers with similar research interests, and the eventuality of obtaining Economic and Social Research Council funding.

Although the workshop was characterised by a too heavily Western approach to Central and East European realities, the University of Bradford Management Centre deserves the highest marks for launching the initiative and for the excellent facilities and hospitality throughout the two day workshop.

Anamaria M. Cristescu, Department of Management Studies, University of Glasgow Business School