MANAGEMENT IN EASTERN EUROPE

Also by Vincent Edwards

Management Change in East Germany (with Peter Lawrence)

Hungary Since Communism: The Transformation of Business

(with György Bögel and Marian Wax)

**Transformation in the Russian Province: Enterprise Continuity
and Change** (with Gennady Polonsky and Avgust Polonsky)

Management in Western Europe (with Peter Lawrence)

MANAGEMENT IN EASTERN EUROPE

Vincent Edwards and Peter Lawrence

palgrave

© Vincent Edwards & Peter Lawrence 2000

All rights reserved. No reproduction, copy or transmission of this publication may be made without written permission.

No paragraph of this publication may be reproduced, copied or transmitted save with written permission or in accordance with the provisions of the Copyright, Designs and Patents Act 1988, or under the terms of any licence permitting limited copying issued by the Copyright Licensing Agency, 90 Tottenham Court Road, London W1P 0LP.

Any person who does any unauthorised act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

The author(s) has/have asserted his/her/their right(s) to be identified as the author(s) of this work in accordance with the Copyright, Designs and Patents Act 1988.

First published 2000 by
PALGRAVE
Houndmills, Basingstoke, Hampshire RG21 6XS and
175 Fifth Avenue, New York, N. Y. 10010
Companies and representatives throughout the world

PALGRAVE is the new global academic imprint of
St. Martin's Press LLC Scholarly and Reference Division and
Palgrave Publishers Ltd (formerly Macmillan Press Ltd).
ISBN 978-0-333-73308-0 ISBN 978-0-333-99397-2 (eBook)
DOI 10.1007/978-0-333-99397-2

This book is printed on paper suitable for recycling and
made from fully managed and sustained forest sources.

A catalogue record for this book is available
from the British Library

Library of Congress Cataloging-in-Publication Data
Edwards, Vincent, 1947–
Management in Eastern Europe / Vincent Edwards and Peter Lawrence.
p. cm.
Includes bibliographical references (p.) and index.
ISBN 978-0-333-73307-3
1. Management – Europe, Eastern. 2. Management – Europe, Central.
I. Lawrence, Peter A. II. Title.

HD70.E852 E35 2000
658'.00947 – dc21

00-042055

10 9 8 7 6 5 4 3 2 1
09 08 07 06 05 04 03 02 01 00

To
Maria and Joanne

This page intentionally left blank

Contents

<i>Acknowledgements</i>	viii
1 Management in Central and Eastern Europe: the legacy of the past	1
2 Hungary	15
3 Poland	31
4 Russia	43
5 Czech and Slovak management	61
6 Romania	77
7 Bulgaria	90
8 Estonia	103
9 Management in the countries of the former Yugoslavia	115
10 Past, present and future	128
<i>Index</i>	147

Acknowledgements

The period since 1989 has been particularly interesting and demanding for managers in Central and Eastern Europe (CEE). The research on which this book is based is largely the result of interviews with managers in the region and of visits to their companies. I am especially grateful to all those managers, from Berlin to Volgograd, who gave up their time to talk to me about their work.

I am also grateful to a number of colleagues and postgraduate students who have shared my interest in the transformation of business and management in Central and Eastern Europe. I wish to mention in particular Anne Mills, Gennady Polonsky, Frances Foster, Siobhan Bygate, Beth Kewell and Mihail-Felix Dumitrescu.

I am furthermore indebted to the many participants at the annual conferences of the Centre for Research into East European Business (CREEB) which have been organized by Buckinghamshire Business School since 1995. The conferences have brought together researchers and practitioners involved and interested in CEE from across the globe and have proved a valuable source of information, insights and contacts.

Particularly deserving of mention are those individuals who made possible the conduct of the questionnaire survey reported in Chapter 10, namely Zelimir Dulčić (University of Split), Zdenek Dytrt (Hradec Kralové), Riina Kütt (Estonian Management Institute), György Bógel (Budapest University of Economic Sciences), Marian Gorynia (Poznan Academy of Economics), M Witek-Hajduk (Warsaw School of Economics), Gavril Budau (Transylvania University, Brasov), and Rodica Mihalea (then at Stefan cel Mare University, Suceava) and Danijel Pučko (University of Ljubljana).

I am particularly grateful for all the support, cooperation and friendship received over the years from György Bógel and Danijel Pučko who since the early 1990s have helped to deepen my understanding of issues affecting managers in the region.

Finally, I would like to thank Jenny for the word processing and all the other support.

VINCENT EDWARDS
February 2000

Note on authorship

This book, and the companion volume *Management in Western Europe*, is our joint work. That is to say we have pooled our knowledge and ideas and in some cases engaged in jointly executed research projects. But we have divided the writing unequally between the two books, and Vincent Edwards has written all of the present work apart from the chapter on Estonia.

VINCENT EDWARDS and PETER LAWRENCE