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**Date:** 28-Oct-1999 09:08 +0100  
**From:** Anne-Wil Harzing <Anne-Wil@Tarma.com>  
**To:** aib-1@hawaii.edu  
**Copy:**  
**Subject:** Summary of information on Eastern Europe

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Dear all,

Several people already requested a summary of the information I received on culture and management practices in Eastern Europe. I have therefore made a cut and paste of the emails, which you will find after this message.

In doing so I have only included the name of the sender if she/he had information her/himself. I hope that the people who are mentioned in the summary do not object against their names and email addresses being distributed more widely. Unfortunately I could not ask all individuals in advance. I have tried to remove the more personal parts of the messages, but do apologize if I missed something.

Hope this is useful to many of you.  
-- Anne-Wil

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Summary of responses to my question on Culture and Management in Eastern Europe

Jennifer Roney at Pepperdine U.: dissertation in Poland about culture and a TQM intervention. It was extremely well done. She presented it at the academy and I think did a published monograph somewhere but I don't know where else she's published it. I believe her email is jroney@pepperdine.edu.  
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Dr Mihaela Kelemen: mna05@mngt.keele.ac.uk: Your message arrived to me via the British Council with whom we have a grant on Moldova. I and some colleagues of mine would be in a position to provide help on either Romania or Moldova if these countries are not covered by the book yet.  
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Jeremy Cripps: jcripps@nike.heidelberg.edu: I spent 3 months as Principal Academic Adviser to the GEAR (Georgian Enterprise Accounting Reform project in Tbilis this summer. I was involved in teaching both students & faculty International Accounting Standards. In the process I was also in-olved in converting businesses to International Accounting Standards and therefore privy to a great deal of management information. If I can help, let me know.  
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Contact the William Davidson Institute at the Univ. of Michigan Business School  
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I can recommend an expert on Hungary who may be able to help. Prof. Paul Marer at Indiana University Kelly School of Business is from Hungary and has written extensively on Hungary and Eastern Europe.  
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Try contacting Prof. Paul Marer at Indiana University. Paul is originally from Hungary and has published numerous books on transition economies (especially, Hungary). His email is marer@indiana.edu. Also, Wade Danis (doctoral student at Indiana University) is doing his dissertation on Hungarian business practices. Moreover, he has taught in Hungary. Wade's email is wdanis@indiana.edu  
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Paul Marer: marer@gsobl.bus.indiana.edu I am working on a book, Business Cultures in Market and Transforming Economies, but finishing the book is several years away. Also I am a specialist on Hungary (my native land).

Have lots of materials and am glad to share.

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The GLOBE (Global Leadership and Organizational Behavior Effectiveness) project, led by Bob House, covered Hungary. E-mail to Bob at <House@wharton.upenn.edu>

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Re. the Hungary question, John Child coauthored the following article: Child J., Markoczy L. 1993. Host-country Managerial Behaviour And Learning in Chinese and Hungarian Joint Ventures. Journal of Management Studies, 30: 611-631.

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Katalin Illes and Bronwen Rees gave a very good paper on culture and management in contemporary Hungary at the EIASM Strategic Human Resource Workshop in St. Gallen last March. They are from the CIBER at Cambridge.

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Susan Gupta: sgupta@csd.uwm.edu: I have data on cultural values of managers in Hungary and Czech Republic collected recently for work I am conducting there. Each data set contains approx. 200 firms.

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Mark Peterson: mpeterso@fau.edu: Joan Pearce at Univ. of California - Irvine is the key American I know with that expertise. I have some data about local governments in Hungary and a relative born in Hungary works for the U.K. government promoting travel and tourism with Hungary. My relative is not an academic, but might be of some secondary help depending on the slant the book will take.

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Richard Reeves-Ellington: reezel@binghamton.edu: I have a lot of materials on Bulgaria on the subject, both published and in spss data. You might refer him to: <http://bingweb.binghamton.edu/~reezel>

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Philippine Waisvisz: itim@pronet.hu: Please let me know which information you need for your book. Some of my books here as well as my own research could be helpful for you. I am a Dutch national currently based in Hungary as a consultant on international management issues in Central Europe, Balkans and Ukraine.

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Klaus Meyer: km.cees@cbs.dk: Take a look at our homepage - especially the recommended readings and the course outlines, possibly also some of my colleagues working papers. Homepage: <http://www.econ.cbs.dk/institutes/cees/>

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Richard Peterson: dickp@u.washington.edu: I don't know whether my research will fit his needs but I have been interviewing local, TCNs, and PCNs in key positions with American and Western European multinationals in the Czech Republic, Poland and Hungary the past three years about their experiences in those countries. I did not interview locally-owned companies. The project started with looking at their experience in using expatriates and third country nationals, but the more interesting insights focus on different national experiences from transferring from a planned to a market economy.

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Piotr Chelminski: chelminski@sba.uconn.edu: Please check out a chapter my colleague and I have written: Chacko Jacob, and Piotr Chelminski, (1997). "Analysis of Labor Relations and

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Policies in Hungary and Poland: Implications for Western Human Resource Managers," in Privatization and Entrepreneurship: The Managerial Challenge in Central and Eastern Europe, Arie Ullman & Alfred Lewis, eds. International Business Press (an imprint of The Haworth Press): Binghamton, NJ.

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Contact Professor Marjorie Lyles at Indiana University-Indianapolis. She has done work on joint ventures in Hungary and the transition to market economy. One person who has done a lot of work in Hungary over the past 5-10 years is Dr. Marjorie Lyles of Indiana University. She has published interesting studies on this work. Her e-mail is

mlyles@iupui.edu

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Not to add to an already extensive list, but you might try IREX in Washington, and the Humphrey Institute here in Minnesota. The former is responsible for cultural exchanges between US and Eastern European scholars. The latter has a project being run in various part of Eastern Europe where Americans are teaching management to Eastern businessmen. I came across the project director, a Polish fellow with the first name of Boleslaw, at lunch, but unfortunately I haven't retained his card or his last name. I think the project is focusing on Ukraine this year.

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G.J. Hooley: hooleygj@pcmail.aston.ac.uk. I have conducted research into marketing practices in Hungary since 1991. He may also like to consult a book edited by a colleague of mine from the Budapest University of Economic Sciences: Managing Business in Hungary, Ed. Jozsef Beracs and Attila Chikan, Budapest, Akademiai Kiado.

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For Hungary try Attila Chikan (chikan@mercur.bke.hu). He's very well placed (academic in government) and would probably be supportive of an inquiry.

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Sylvia Meierewert: MEIEREWE@fgr.wu-wien.ac.at. work at the Research Institute for European Affairs at the Vienna University for economics. I'm in charge for a project which called: "Cultural standards in Central and East European Countries from an Austrian point of view." Last two years we collected critical incidents and developed the theory of an "Collective Culture Shock". Enclosed you find two abstracts. Would you like more informations? Please contact us. Fink/Meierewert: "Transfer of management know how during the collective culture shock in Hungary and the Czech Republic" (fertiges Manuskript eingereicht im Human Resource Management Journal) The rapid change of economic systems in transition economies generates temporary valid values and attitudes which pose major difficulties to the transfer of management know how. These attitudes, which are due to the fast change only, will ravish as the pace of change decelerates. From 200 interviews with West European managers doing business in Hungary and the Czech Republic we conclude that transfer of management know how during the first three phases of the "collective culture" shock (euphoria, disorientation, take off) has to adjust to the rapidly changing and often disturbing attitudes as outright resistance, dominance of short term interest, lack of contract sanctuaty, hesitancy to take responsibility, risk, and action.

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Peter Smith: P.Smith@sussex.ac.uk: I think that David could find what he is seeking within a book of conference proceedings published this year. It is entitled Organizational Psychology and Transition Processes in Central and Eastern Europe. The editors are Laurens ten Horn, Branimir Sverko and Irina Zinovieva. Many of the papers in the book are also to be published sometime soon in the journal called 'Social Science Information'. Particularly relevant would be 'Privatisation and transformation in Central Europe: Lessons from six cases in Hungary' by Paul Koopman and Frank Heller. There is a somewhat similar paper by Stephen Havlovic and Rosalie Tung referring to Poland; and a nice study by Robert Roe et al. of what happens when you test Hackman and Oldham's model in Hungary and in Bulgaria. The book has so far only been distributed to those who attended the workshop in Dubrovnik where the papers were presented. However, my copy says that anyone can obtain a copy by sending 25 euros to : Foundation for the Transformation of Work and Organization, Holierhoek 22, 2636 EJ Schipluiden, Netherlands.

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Protocol for Profit: A Manager's Guide to Competing Worldwide By Carl A. Nelson Endorsed by Guy Tozzoli, President of the World Trade Centers Association (WTCA), New York. Published by International Thomson Business Press Paperback © 1998; ISBN/ISSN: 1-86152-314-9; 256 pages; Dimensions: 234 x 156 To Order Contact us Toll Free at: 1-800-842-3636 or www.itbp.com or any internet bookstore

This book, by Dr. Nelson, is designed to show managers the key business conditions, practices and protocol for 135 countries including emerging

trading nations such as Mexico, Russia, China and Vietnam. The book takes an international (not solely US approach) to protocol, examining correct etiquette, business conditions and procedures. This is a professional 'how to' book that offers a smattering of theory but concentrates on chunks of practical information in a country by country format.

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Central America

South America

Asian Pacific Rim

Indian Ocean Region

Western Europe

Central Europe

Eastern Europe

Middle East

Gulf States

Africa

#### Appendices

Wade Danis: wdanis@indiana.edu I'm a PhD candidate at Indiana University. I've spent four years working, teaching, and doing research in Hungary. My research focuses on culture, management, and international alliances/ventures in transition economies, particularly Hungary. Below are the titles of some of the work I've done.

#### PUBLICATIONS:

Danis, W., Gross, A., Hisrich, R., & Solymossy, E. 1997. Hungarian entrepreneurs: Marketing in transition. In Ullmann, A. A., & Lewis, A., (editors) Privatization and entrepreneurship, the managerial challenge in Central and Eastern Europe, New York: International Business Press, 219-238.

Marer, P. & Danis, W. 1997. Dialing up a privatization success. The Wall Street Journal Europe, March 13, 1997.

#### CONFERENCE PRESENTATIONS AND PROCEEDINGS:

Danis, W. 1999. Integration of managerial values, practices, and systems in international cooperative business ventures: The case of Hungary.

Academy of International Business annual meeting, Charleston, South Carolina, November 1999.

Danis, W. 1999. Communism or culture? Partner differences in managerial values, practices, and systems in Western-Hungarian cooperative business ventures. Academy of International Business 26th Annual Conference (U.K. Chapter): International Business and Its European Dimensions, Stirling, Scotland, April 1999.

Danis, W. 1998. Videoton holding company: The restructuring and turnaround of a Hungarian manufacturing giant. Academy of Management case colloquium, San Diego, August 1998.

Danis, W. 1998. The integration of managerial values, practices and systems in Western-Hungarian cooperative business ventures. AIDEA Giovani Third International Conference: Managing across borders, cross-cultural issues in management studies, Lugano, Switzerland, June 1998.

#### TEACHING CASES

Danis, W. 1998. Videoton Holding Company (B): The restructuring and turnaround of a Hungarian manufacturing giant (1996-1997). European Case Clearing House.

Danis, W. 1996. Videoton Holding Company (A): The restructuring and turnaround of a Hungarian manufacturing giant (1992-1995). European Case Clearing House.

Marer, P. & Danis, W. 1996. Telekom giants in Hungary. Indiana University CIBER Case Collection.

#### RESEARCH IN PROGRESS

Danis, W. & Shipilov, A.V. Entrepreneurship development in Hungary and the Ukraine: Comparing the influence of historical and contextual factors. (under review, Journal of Developmental Entrepreneurship).

Danis, W. The integration of managerial values, practices, and systems in international cooperative business ventures: The case of Hungary. (under review, Journal of International Business Studies).

Danis, W. & Brown, K. Changing organizational culture in an international cooperative venture: The case of MATAV in Hungary. (under review, North American Case Research Association, 1999 Conference).

Danis, W. Entrepreneurship in a transition economy: A survey of small businesses in Hungary. (under review, Academy of International Business, mid-west region, 2000 Conference).

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Research interests: HQ-subsidary relations,  
International HRM, Cross-cultural management  
The impact of culture on student learning styles  
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