

Management for Eastern Europe

Instructor: Piotr Płoszajski (Warsaw School of Economics)

Syllabus

The course will analyze variety of factors that influence the management transition process in the East/Central European economies. The topics will include:

1. Management practices in Eastern Europe: the past, the future, and the transition processes in the making. The difficult process of learning and forgetting.

3. The main transition routes: from central planning to market, from state to private ownership, from full employment to entrepreneurship, from training for life-time career to life-time training for career development, from communist to liberal "management mentalities", from autarchic to globally exposed economies.

2. The global determinants of local management practices; notion of megatrends. The New Economy and the crisis of the management principles of industrial revolution. The role of technology. The „Fifth Wave“ of computer revolution and its consequences for companies. New employee. Productivity trends. Lobbying.

4. The emergence of the New Client Who Is Never Satisfied: lazy, expecting full service, delivery, installation and extended guarantee, spoiled and frustrated with rich choice, well informed (sometimes better than the seller himself), looking for perfection at every stage of relation with the seller (service provider), demanding much more than just "satisfaction". Demography and lifestyles. The "Dream Society" in the making. Trends and new lifestyles emerging from beneath the current swell of success. The art of running a successful business today: sniffing out what people will be (should be) demanding next. The "Coolness" phenomenon and the Global Coolness Search(es). Firms must learn to get less while giving more. Mass customization. Strategies and methods of Prosumption that the E/CE companies have to learn.

3. Internet and network economy. Nature of management distributed systems. Emergence of virtual organizations. E-business and the changing structure of global operations. Zero-gravity business. The on-line society. New organizational structures. Heterarchy and hyperarchy. New rules for the New Economy. The importance of „Open Source“ methodology and movement: is this the beginning of the era when „collaboration will replace corporation“.

5. Developing the new management models for Eastern Europe: divergence or convergence? What management for what Eastern Europe?

Academic Aims

1. To identify and systematize the problems, and compare the ways of thinking regarding the East European "post-central planning" models of management systems.

2. To draw a map of global and local constraints that affect the formation of different types of management models in these countries all of them, however, still being determined by the ongoing management revolution resulting from the emergence of the New Economy..

Objective/Learning Outcomes

Paradoxically enough, the course is based on the assumption that in a strict sense of the term there is no longer such thing as management for Eastern Europe. Today's management theory and practice is becoming more and more globally unified disregarding, to a great extent, the local differences. Thus, the management transition in EE countries consists, in fact, of 2 major transformations. The first one is the passage from the socialist-type to market economy. And the second is the world-wide process of emergence of New Economy based on global interconnectivity and the changing nature of competition. The EE companies, should they want to become competitive in such an environment, have to make both transitions at the same time.

The three major objectives of the course are, then, to ***inform, suggest, and inspire.***

1. The course is to provide the students with a broad *information* on variety of ideas, theories, and concepts that are helpful for understanding the complex and hybrid nature of organizational and management transition in Eastern and Central European countries.
2. On that bases, the course is intended to *suggest* to them different *actions* that they may take on the ideas discussed.
3. And finally, the course is to *inspire* the students by presenting a diversified picture and a real sense of the opportunities that today's business environment in E/CE countries creates.

Course requirements and evaluation

Written Assignment. Students will be asked to write one discussion paper resulting from any of the issues touched upon in the class. The topic is "The main management problem(s) in my country". You are expected to discuss the issue of your choice that you see as the major and/or the most interesting management challenge of tomorrow. Subject to evaluation will be both the originality of the problem chosen as well as the quality and elegance of reasoning. You are welcome to consult with me your preliminary ideas for the topic if and when you feel you need it.

Proposed (sample) topics for the essays:

- New Economy is/isn't coming to my country.
- *The effects of globalization on economy in East European countries (or a selected EE country).*

- *Are the development patterns in management/economy universal or specific to a given country?*
- *What do we have to learn and/or forget during management transformation in East European countries (or a selected EE country)?*
- *The global hypercompetition and its influence on EE economies.*
- *The dying and emerging sectors in Eastern European countries (or a selected EE country) East European countries (or a selected EE country).*
- *The management/economic consequences of growing complexity of global management environment.*
- *Is the customer really changing in EE countries, and how?*
- *Demographic changes and future business in Eastern European countries (or a selected EE country).*
- *Cyber-mentality and its potential influence on business/organizational processes.*
- *Is Prosumption and 'dream business' a (near) future reality for producer-client relations in my country?*
- *The global cool hunt in Eastern European countries (or a selected EE country).*
- *The influence of the death of distance on EE economies.*
- *Globalization and virtualization in EE companies.*
- *The phenomena of hyperarchy.*
- *The consequences of lock-in effect on EE economies.*
- *New Economy and changing nature of loyalty.*
- *New models of 'connected' management emerging in student's country.*
- *The (non)importance of Open Source philosophy and practice.*

Class Participation is essential for successful learning and will be emphasized accordingly. Regular class attendance is vital because considerable part of the material is not available in easily available sources.

About the Instructor:

Graduate of the University of Łódź, and Harvard Business School. Research Scholar at the Sloan School of Management (MIT), British Academy, CNRS (France), Japanese Foundation for the Promotion of Science and many other international academic institutions. Ph.D. in management (1976), habilitation degree in Humanities (1987).

Ever since graduation associated with the Polish Academy of Sciences. In 1987-1991, director of its Institute of Philosophy and Sociology (IFiS PAN). In 1993-1998, Director General of the Polish Academy of Sciences nominated by the Polish Prime Minister.

Since 1994, professor and head of the Department of Management Theory at the Warsaw School of Economics (SGH), the oldest and leading economic university in Poland. Also, founder and chairman of the Polish-Japanese Management Center,

and Academic Director of the Community of European Management Schools (CEMS) Program. Chairman of the Warsaw Executive MBA, the best Polish MBA program run jointly with the Carlson School of Management, Univ. of Minnesota, USA. Since 2005, Vice-Rector of WSE (SGH) for International Relations.

His research interests include: post-socialist transformation, management theory's methodology, New Economy, virtual organizations, as well as chaos and complexity theories for management. Author of over 170 publications, including several books in English; one ("The Polish Road from Socialism") published in the U.S. Lecturer and keynote speaker at numerous universities in Western and Central Europe, the U.S., and Japan.

Active management consultant. Owner of *New Man@gement Solutions*, a consulting firm. Member of the Supervisory Board, Bank of Tokyo-Mitsubishi (Poland).

Since 2000, Adjunct Professor in International Business Studies at Carlson School of Management, University of Minnesota, USA.