Management for Eastern Europe

Instructor: Piotr Płoszajski (Warsaw School of Economics)

Syllabus

The course will analyze a 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.


5. The hopes and anxieties of entrepreneurship. The emerging new 'post-communist' entrepreneur: characteristics and trends. Analysis of new venture cases from different EE countries.

9. 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.
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 extend, 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. 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.

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).


Since 1994, professor and head of the Department of Management Theory at the Warsaw School of Economics, 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.

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.