



ESTONIAN BUSINESS  
SCHOOL

# **ANNUAL REPORT**

OF RESEARCH ACTIVITIES IN 2003

TALLINN  
2004

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## **Introduction**

This report presents the research in management science and related areas carried out at the Estonian Business School (EBS).

The most important achievements of the year 2003 were as follows:

Since autumn 2003 EBS has reformulated the main goals in research activities, rephrased the priority research fields and made plans to restructure all research activities accordingly.

Prof. Erik Terk was appointed as a new Vice Rector for Research.

Eight new doctorate students have been admitted, the principles of involving the doctorate students in research and the programme of doctorate studies have been worked out.

Participation in the international research programmes financed by the European Union is increasing in the research work of EBS.

In recent years EBS has drastically increased the amount of resources allocated to research and development activities.

The EBS journal EBS Review, which has been issued since 1995, has become a preliminary reviewed journal.

The year 2003 brought along the process of development of the new more detailed research strategy which determines clearly the characteristics of research at EBS and concentrates the activities on the key areas.

Our priority research fields indicate our competitive areas, in which we have already made some progress and carried out researches. These are the fields where our people have shown results recognised locally and internationally.

The main specialisation topics are:

1. Leadership ethics and social responsibility
2. Change management and knowledge transfer in learning organisations and East-West cooperation networks
3. The institutional environment and legal framework, improving these and relations with business organisations.

Two major research programs are under development, the first concentrates on corporate governance and the second on research on the dynamics of business organisations and management.

Professor Erik Terk has been appointed the new Vice Rector of EBS; the research cooperation of EBS with other research organisations has extended, including also the Estonian Institute for Futures Studies, which has applied 1/3 of its capacity in the process of research at EBS.

Eight new doctorate students have been admitted, the principles of involving the doctorate students in research and the programme of doctorate studies have been worked out; a number of amendments and corrections have been made in the doctorate programme taking into account the remarks of the expert commission and the new research strategy.

Participation in the international research programmes financed by the European Union plays an essential role in the research work of EBS:

1. EBS is the main executor and coordinator of the EW ISME, the survey of innovative enterprises in 7 countries dealing with the problems of small and medium-sized enterprises, and financed under the EU 5<sup>th</sup> Framework programme in the amount of 30 million kroons. The research programme started in September 2003.

2. We consider it essential that EBS takes part in the European research network financed by the Socrates programme and directed to studying management education and research. (*Network of operations management and supply change management education, research and practice*). The information acquired is used as a cooperation tool aimed at achieving the global top competence at European universities.

Participation in other international research programmes is as follows:

International research of the human resources development management at enterprises and the public sector was carried out under the auspices the Cranfield cooperation network Cranet. Based on the results of the research EBS held an international research conference on personnel management on 6<sup>th</sup> November 2003. Distinguished researchers from different European universities took the floor at the conference. The research articles forming the basis for the conference presentations were published in the special issue of '*EBS Review*' after the preliminary reviewing cycle.

Under the international research programme of the efficiency of organisational behaviour (the GLOBE programme) EBS participated in the research to find out the impact of the organisational culture factors on leadership and other aspects of organisational practice. The acquired results form a good basis for research publications.

Under the coordination of the Japanese Denki Ringo research group EBS carried out a research on attitudes related to the electronic industry and participated in the research 'Challenges facing business' initiated by the International Labour Office.

We are expecting answers to several research project applications, like the application presented to the 6<sup>th</sup> Framework programme in the field of knowledge management research of small and medium enterprises and the CRAFT-type research project application to the 6<sup>th</sup> Framework programme '*Semantic Data Processing for Monitoring of Distributed Systems*'. In order to increase the proportion of the research projects financed by the European Union EBS is continuously cooperating with other research institutions with the objective to involve both our own lecturers and doctorate students in international research work. At present EBS is expecting answers to 12 research project applications.

In recent years EBS has drastically increased the amount of resources allocated to research and development activities. The EBS journal, which has been issued since 1995, has become a preliminary reviewed journal. The established Academic Capital Development Foundation gives out research grants, covers the expenses of conferences and other research trips etc.

It is likely that joining with the public universities' agreement on quality based on the resolution of the Board of the Rectors' Council from January 2004 will also facilitate the development of the research work and doctorate studies at EBS.

Mari Kooskora  
Editor  
Learned Secretary of EBS

## RESEARCH ACTIVITIES AT THE CHAIRS OF EBS

The main research topic at EBS has been **Management of Organisations in Transition Societies** for several years. The research within the frames of the main topic has been conducted by **Professor Madis Habakuk** and other well-known professors and research active people.

### **EBS Rector Prof. Madis Habakuk is:**

- The Member of Editorial Board of the international journal Problems and Methods in Management
- The member of the board of CEEMAN (Central and East European Management Development Association)
- The member of the European Association for International Education

## CHAIR OF MANAGEMENT

### **Organisational Changes During the Transition in Estonia: Major Influencing Factors (Ruth Alas)**

In the light of empirical evidence the development of unique theories about organisational change in post-socialist countries seems unnecessary, but the existence of certain specific characteristics of the process of transformation cannot be ignored.

Conclusions about the societal level influences on organisations could be expressed as follows:

- Reports from managers indicated that in 90% of investigated organisations transformational changes have taken place and in the remaining organisations transactional factors have changed.
- Estimates of the success of change and the existence or creation of a learning organisation vary with regard to a company's age. The managers of the companies established before 1995 evaluated the changes as having been less successful and their existence as a learning organisation less developed than the managers of younger companies. The low level of individual activity in companies established before 1995 in a sense points to the Soviet suppression of individual initiatives.

The following societal level influences on individuals were noted:

- There are significant differences in the attitudes toward society, organisations and work, held by people in countries with different levels of institutional development. In a transformation economy with unstable institutions, survival needs dominate in the formation of people's attitudes. At the same time in the established capitalist countries experiencing a period with stable institutions, the problem of survival has already been solved and higher level needs have started to dominate. This difference in the level of needs satisfaction has also influenced employee attitudes and expectations toward the society, trade unions and organisations.
- The aspects of organisational culture influencing organisational change – task orientation and relationship orientation – have a different impact on the formation of attitudes toward change depending on the level of institutional development. People who began their working life during the subsequent transition period differ from others according to the way they form their attitudes toward change because their attitudes toward the benefits of change cannot be predicted by relationship-orientation of organisational culture. Only task-orientation of organisational culture predicts a belief in the benefits of change in this group, which started work during a period of rapid deinstitutionalisation.
- There was a distinct difference between two groups in respect to the formation of attitudes toward learning. Only relationship orientation of organisational culture could predict both individual and collective learning in those people who started to work during the totalitarian regime in Soviet Estonia where institutions were stable but stagnant. The results for the group who started working at a time when more autonomy was given and new institutional settings were being created are quite different. Individual learning in this group could only be predicted by task orientation of organisational culture. Collective learning in this group, however, also depended on relationship orientation.

This integration of Western theory and Eastern data provides us with a deeper comprehension of organisational change in highly turbulent environment. Generally, it has shown how institutions at the societal level through organisational culture influence attitudes toward change and learning in different groups. These attitudes, in turn, also have an impact on organisational and societal change. An awareness of these factors is invaluable in the selection and training of personnel as well as in organisational development enabling managers in a post-soviet era to achieve competitive advantage for their organisations.

## **Membership**

### **International networks:**

Member of the EURAM (European Academy of Management)

Member of the IESE Alumni Association

Member of the Cranfield Network on International HRM

The Denki Ringo research group

Member of the Operations management network

### **In Estonia**

Member of the PARE terminology work group

Member of the Management Excellence Centre conception group to give out the Manual of management methods.

## **Grants**

Co-applicant for Grant No.5527 of the Estonian Science Foundation: 'Organisational culture in Estonia: national and international aspects'.

Socrates' Grant: Operations management Network Creation, partner.

ILO: Employers' Organisations and the Challenges facing Business Today.

European thematic network for the excellence in operations and supply chain management education, research and practice (together with **Ants Kraus**)

## **Strategic human resource management (Tõnu Kaarelson)**

In the area of personnel/HR management Estonian organisations are currently moving from traditional methods in personnel management to application of human resource management ideology. Concurrent with advances in strategic planning, the personnel function is increasingly viewed in the context of strategic development of the organisation. At the same time, comparison of empirical data from results of surveys conducted in other countries demonstrates that in the Estonian organisations the personnel function is still relatively weakly linked to development strategies. For 60% of organisations the definition of personnel strategy is a task for the near future.

Human resources have become a primary critical success factor for many organisations that may be considered leading in their sectors.

Consequently, organisations experience an increasing need for know-how on recruitment and selection, training and employee motivation.

In terms of strategic planning the Estonian public sector organisations do not lag much behind the business sector. Development of strategic planning in public organisations has been substantially supported by modernisation of their management. This has been effecting as part of preparation in the European Union accession process.

Human resource management as a novel approach to personnel management principally involves strategic integration of relevant issues to company goals and acknowledgement of people as a resource that needs to be invested in. Consequently, human resource management in organisations is gaining a strategic role that ties it to overall aims of the company.

The driving force for personnel management in the business sector has been the existing competition and increase in the acknowledgement of intellectual values in company resources. Most Estonian companies recognise people as a major asset that secures a competitive advantage in the intellectual capitalism. This fact is unfortunately often stated on paper only.

Based on the above conclusions, some suggestions have been made to improve the situation in personnel management. Chief executive officers have to be well informed of the opportunities and outlooks in human resource management, personnel managers have to be carefully selected and educated. Managers should be involved in the personnel strategy and policies development process. The personnel manager should be involved in the top management as a strategically important partner.

In 2003 some preparatory work has been done in order to conduct the second Cranet questioning in Estonian organisations.

### **Analysis of the Possibilities for the Implementation of Telework on the Example of the Estonian Business School; Master Thesis (Maris Zernand)**

The purpose of the thesis was to investigate whether the option of telework increases the effectiveness of the organisation and telework suitability and possibilities for the implementation at the Estonian Business School. A special survey was carried out. The results of the survey indicated the suitability and effectiveness of telework by sufficient preparation and reasoned policy.

## **Impact of values of top managers on their subordinates (Krista Tuulik)**

**The Chair of Management participates in the following projects:**

### **International Labour Office, Project Employers' Organisations And The Challenges Facing Business Today.**

The project was worldwide, conducted in 18 countries. Estonia represented new EU countries.

The target was 100 enterprises in total; the average respondent rate was 13%.

According to the current survey the most preferred employers' organisations in Estonia are the Chamber of Commerce and Sectoral employers' organisations. Estonian small and medium sized enterprises prefer to belong to Chamber of Commerce. Micro enterprises and large national organisations prefer to belong to Sectoral employers' organisations.

The subsidiaries of multinational companies are most active in using services the employers' organisations offer. At the same time large national companies are the least active. These organisations employ specialists themselves.

Micro enterprises have negative attitude towards the employers' unions. They argue, that they have not benefited from these organisations. Sometimes they just lack information about the existing employers' organisations. Micro enterprises need help in law issues, in solving problems with personnel and in finding suitable training courses for their personnel. They are looking for someone, who could defend their interests at the national level in the government, but most of them have not got help from the employers' organisations in these issues.

Small and medium sized organisations are also most interested in getting more information about changes in laws and regulations: what exactly they should do. Also help in the fields of accounting and IT could be useful. They are interested in training and also in foreign experts as presenters. There are different opinions about the existing employers' organisations in this group: some organisations are satisfied with the Chamber of Commerce as a meeting point with people in the same field, and with training and informal events. At the same time others are quite angry and do not find it useful. These organisations that belong to

Sectoral organisations are mostly satisfied: they have got help, they like the events and visits to large enterprises and forums.

Large national enterprises find lobbying at the government level most important. They do not expect from the employers' organisations that they find new markets for them. This stage has passed for them. This is different from small organisations, which still expect it and may be disappointed. Large national enterprises consider it very important to change the educational system in Estonia. They are not satisfied with the preparation of workers. They have to train workers in companies themselves. And they find it important to have events for socialising and getting new information about the developments in industry.

As it could be seen from the data, the Estonian large national enterprises use services of the employers' organisations very rarely. It may come from the policy trying to hire good specialists, who are able to solve most of the problems themselves. They do not want to spend money on paying to consultants and consulting companies. The specialists are not very highly paid in the Estonian private companies.

The subsidiaries of multinationals need local advisors on the Estonian legislation in the fields of labour relations and also environmental protection. Consultants are usually given and paid by the headquarters.

To sum up, there is a lot of space for developing the employers' organisations in Estonia. In addition to the need to improve the services, micro enterprises should be better informed about the services and benefits they could get from these organisations.

2. The **GLOBE** project was conducted in 14 companies. We got 169 responses. The results were reported at the Annual Conference of the Estonian Social Scientists

3. Operations Management Network, Founded by EU.

## **CHAIR OF SOCIAL SCIENCES**

### **Ethical values in the decision-making process (Jaan Ennulo)**

### **Conflict as an instrument to determine the status of the organisation (Anu Virovere)**

### **Ethical leadership. Ethics as managerial competence in conflict management (Mari Kooskora)**

The aim of the research is to study the competence and elements of leadership of the Estonian managers in conflict situations. The work has been focused on researching the understanding of ethics in management, the basic knowledge of business ethics, looking at conflict situations at the Estonian organisations. Data have been collected from the Estonian and Lithuanian managers and business school students, semi-structured interviews have been developed. The goal of the current research is as follows:

- To find out how the managers' knowledge of conflict management and their moral competence will influence the outcome of the conflict
- What kind of competence is needed to solve the conflicts constructively

### **Research-administrative experience**

Editor-in-Chief of EBS Review, participation in preparing projects proposals for Nordplus and EU funding.

### **Mari Kooskora is the member of following networks:**

Member and EBS contact person of the European Business Ethics Network (EBEN)

President of the Estonian Ethics Educators Association

The Open World Initiative (OWI)

The IESE Alumni Association

The EABIS PhD Network on Business & Society, CSR

The Research Network of Finnish Ph.D. CSR students (CSR tutkimusrinki)

**Mari Kooskora has received the following research grant:**

Ph.D. bursary for participation at the CSR conference, Managing on the Edge, Nijmegen, Netherlands

**Work and Family Interface, Dynamically Balanced Life continuing topic: Youth and psychoactive substances (Kati Tillemann)**

Home and work: to find the factors influencing the achievement of dynamic life balance. The youth and the drugs: to study the familial and sociopsychological factors influencing the consumption of psychoactive substances by the young people.

**Kati Tillemann participates in the following project:**

2004: analysing and publishing the results of the 2003 population survey (1. work-family and 2. characteristics of the job)

**Membership**

Estonian Sociological Association

**The changed nature of power in a 21<sup>st</sup> century organisation (Jaana Liigand)**

**The microclimate of an enterprise and its impact on the long-term economic success of the enterprise (Piia Berting)**

**Development of protocol and etiquette in the Republic of Estonia (Tiina Tšatšua)**

## **CHAIR OF ACCOUNTING AND FINANCE**

**The accounting aspects of Estonian Business Law from an international perspective (Jaan Alver, Lehte Alver and Lauri Reinberg)**

**Economic versus accounting income (Eve Lamberg)**

The financial statements that are provided to investors who make the decisions to buy, hold, or sell shares should be understandable for them. Business practice constantly evolves but accounting principles slowly change to adjust to the new conditions. The issue of income measurement in financial accounting is the most difficult subject. For example, the revenue recognition issues by Enron Corporation's managers. Usually managers are evaluated on the results measured against financial measures. The accounting problem of income smoothing has not been solved, so the difficulty lies in the measurement of income. Typically smoothing actions by the management are taken near the end of the financial year, like in the Enron Corporation's case. Investors should understand the role of uncertainty in accounting. They should make judgments about the company's wealth by evaluating both the business enterprise's financial performance and qualitative factors. The author would like to draw attention to the limitation of income accounting. The problem is to pinpoint what income includes and excludes in a particular situation. The philosophy is to teach the concepts of accounting rather than teaching a large proportion of codified rules. Students need an appreciation of the dynamics of accounting. This approach provides students with a foundation that allows them to subsequently understand the rules better and remember them longer. This approach should be useful to future practitioners in understanding the world they will work in and how it will most likely change. In addition, this approach facilitates accomplishing other commonly stated goals of an accounting education such as developing thinking skills, problem-solving skills, research on accounting, and an ability for life-long learning.

### **Membership**

Member of the Estonian Economists' Society

## **CHAIR OF ENTREPRENEURSHIP**

### **Change management and knowledge transfer in learning organisations and East-West co-operation networks. Management training and consulting as tools for developing knowledge management practices and international transfer of new management ideas (Tiit Elenurm)**

Research on Change management and knowledge transfer in learning organisations and East-West co-operation networks was conducted in co-operation with the Estonian and international partners of the East-West Innovative SME (EW ISME) project that is part of the EU 5<sup>th</sup> Framework Programme. The project is targeted at the technologically advanced SMEs. The project will provide the personnel of the participating SMEs with additional know-how, training, consultancy and international project brokering support. The aim is to stimulate creative approaches at SMEs for innovative transnational technology transfer between SMEs from all seven participating countries, notably Belgium, Finland, Norway, Italy, the United Kingdom, Estonia and Hungary. The EW ISME project integrates development activities targeted at increasing the innovative potential and technology transfer capabilities of the participating companies and the broader objectives of international comparative research on change management and international knowledge transfer. The research component of EW ISME is based on the self-assessment tool and survey that will be combined with the action research approach during different stages of the project.

I developed part of the survey methodology that deals with knowledge sharing, learning and networking capabilities for international technology transfer. In co-operation with the representatives of the Estonian Institute of Futures Studies I conducted a comparative analysis of the Estonian survey results with other participating 6 countries. The international comparison of the results suggests that the common factors hampering innovation both in the West and the East are: a high cost of innovation, a high risk, a long time span for return on investment, and a lack of financial resources. The results however demonstrate that the Estonian SME-s have serious challenges in the field of monitoring the market information, developing cross-functional teamwork inside organisations and networking with research and development organisations, strategic alliances and competence in the field of intellectual property management in order to be more capable of the international technology transfer. The research on management training and consulting as tools for developing

knowledge management practices, the international transfer of new management ideas and the implementation of the concept of learning organizations combines surveys, case studies and the action research methodology. The qualitative research enables to get close to the object of the study in order to identify important variables, patterns and participants' semantic structures for investigating little understood phenomena. The research problem is how to develop synergy between monitoring, transferring and adapting new management ideas by using knowledge management methods and learning community practices.

**Research goals for 2003 were the following:**

1. To gain a deeper understanding of essential knowledge management assumptions in organic versus mechanistic and product-focused versus service-focused organizations in the context of transition processes and the EU accession impact on the Estonian organisations
2. To monitor emerging knowledge management and learning organization practices in the Estonian transition society.
3. To study opportunities for increasing the value of MBA and EMBA programmes as environments for monitoring new management ideas and for sharing reflections of participants in the framework of the brain trust of new management ideas.
4. To study knowledge transfer obstacles between foreign lecturers and students studying at the Estonian Business School

Research results specifying the role of free circulation of information, promoting information sharing between colleagues, virtual databases, integration between databases of subsidiaries and headquarters and other assumptions of the knowledge management were presented at the 4<sup>th</sup> European Conference on Knowledge Management. Different priorities and patterns of knowledge management in service-focused know-why organisations versus product development focused know-how organisations have been analysed pointing out that in the Estonian context know-why organisations have had stronger knowledge management enablers than many organisations that have been more focused on new product development.

The learning community approach involving MBA and EMBA students has been applied for monitoring and assessing new management ideas and essential features of successful managers in Estonia. The methodology of the brain trust on new management ideas has been developed. Interaction between the Master class students and managers as one application of this methodology has been introduced.

In co-operation with Marianne Kallaste from the Master's studies department, a survey of studying the students' attitudes concerning the teaching style of foreign lecturers was conducted. The results of this survey will be used as the basis for developing guidelines for students and for international flying faculty in order to avoid barriers in the learning process and to improve knowledge transfer.

### **Sponsorship, international and local grants**

The project "Development of the innovative entrepreneurship potential of SME-s as knowledge-sharing transnational technology transfer partners (EW ISME)" was launched in co-operation with the EBS Executive Training Centre.

### **Participation in joint research programmes**

The main joint research project is EW ISME that involves co-operation with partners in 7 countries.

Co-operation with the Helsinki School of Economics and Business Administration has been started for studying the impact of the Estonian integration with the EU on the strategic behaviour of the Estonian enterprises, including the Finnish subsidiaries in Estonia. The Master's students from the Estonian Business School and the Helsinki School of Economics and Business Administration have been involved in these international projects

### **Research-administrative experience**

Participating in preparing the projects proposals for the European Union 6<sup>th</sup> Framework Programmes and the EBS Academic Capital Development Fund. Applying research results in the development team of the EBS Executive MBA programme, developing the system for monitoring new management ideas at the Chair of Entrepreneurship.

### **Membership - only scientific organisations**

Member of the Economic Commission of the Academic Council of the President of Estonia.

Member of the Advisory Board on Small Entrepreneurship of the Ministry of Economy.

Member of the Expert Group on Management Capacity Building of the

Enterprise Directorate-General of the European Commission  
Member of the Estonian Consultants' Association.  
Member of the Editorial Board of the "Electronic Journal of Knowledge Management (EJKM)  
Member of the Editorial Board of the International Journal of Entrepreneurship & Small Business.

**Market orientation of Estonian and Dutch companies in relation to value disciplines: developing a measure of market orientation to determine the effect of market orientation on companies' performance (Toomas Danneberg)**

The topic of this doctoral research has been chosen due its topicality among academics and practitioners around the world. Competition increasing, products and services are becoming less differentiated, and there will be stronger pressure on profit margins. There should be more attention paid to internal aspects of the firm - how to become more competitive and sustain the advantage in long-term. Market orientation, which in general should make companies more customer-centric, is still not understood properly enough. The question, what does it mean for the whole enterprise to be market oriented, still remains. More importantly, if stronger market orientation will lead to better performance, then how to develop this measure and what is the correlation between market orientation and companies performance.

This research subject will focus on market orientation in different value disciplines. The main objective is to develop an appropriate model that will allow to determine market orientation and its effect on companies performance. In this research the author investigates the issue in depth and determines the role of business unit and every department in the process of satisfying customer needs. As a result, this will help to determine the external and internal factors that affect market orientation. Finally, the author needs to understand the metrics of market orientation and correlation between market orientation and company's performance.

Empirical research will be conducted among Estonian and Dutch firms. Comparing companies that origin from the countries with different economical development, will allow to make assumptions - whether the businesses in the developed countries are more market orientated, than companies in emerging economies? In both countries the number of companies will be analysed based on their performance and role of departments in satisfying customer needs. The core of empirical research

is the survey – to determine internal and external factors that influence market orientation. For that structured questionnaire will be developed and mailed to 1000 CEO's of companies in both countries. Depending on the reply, a number of reminders will be sent and if necessary personal interviews will be conducted to have a valid sample to draw conclusions. Empirical findings will be analysed in comparison with theoretical considerations and findings from previous research on market orientation. In conclusion, market orientation model with regard to four value disciplines will be developed. The model will allow us to determine the level of market orientation in firms and measure the result in relation to companies' performance.

#### Objectives of the research

1. To investigate in to what extent market orientation of Estonian firms differ from Dutch companies in relation to value disciplines
2. To find out internal and external factors that influence market orientation
3. To determine the the authoright of each factor (group of factors) that influence market orientation and select the most relevant and critical factors of market orientation
4. To develop appropriate market orientation model for different value disciplines
5. To determine the effect of market orientation on companies' performance

#### **Cultural consequences and entrepreneurial culture (clusters research). Cultural bias in the comparative quality of life study and its quantitative measurement. (Elena Pruvli)**

Organising the IP 'Negotiation Skills for the European marketers', working out the study programme and implementing it at EBS (21.03-30.03). The intensive programme was coordinated by the Belgian Hogeschool West-Vlaanderen and finances were received through the SOCRATES Education Programme. 90 second-year students and 12 lecturers participated in the project from France, Belgium, Holland, Hungary, Finland and Estonia.

Member of the coordination council of the IP 'Negotiation skills for European marketers' (I participated virtually in carrying out the next IP-Budapest-2004), consults the team members of the Budapest Business School (led by prof. Klara Falk-Banno) about carrying out the IP.

Elena Pruvli is working out the methodology for carrying out the following two IP-s for EBS students: (1. Cross-European Communication Skills for and by brave new European Students, leader Mr. Marcel Desaegher International Relations Manager Hogeschool West-Vlaanderen Belgium; 2. Development of an international marketing mix, leader - Mario De Wolf Lector Katholieke Hogeschool Leuven, Belgium;)

## **CHAIR OF MATHEMATICS AND INFORMATICS**

**High-level visual languages (supported by the Estonian Science Foundation grant no. 5400). Architecture of knowledge systems. (Enn Tõugu)**

Enn Tõugu continued his research on knowledge systems and high-level visual specification languages. A new formalization of knowledge systems in the form of weak interpreted deductive systems has been developed and applied to the architectures of knowledge-based systems. In particular, hierarchies of knowledge systems and their modularity have been investigated, transparent and consistent knowledge systems have been described. Deep semantics of visual languages has been described that can be implemented efficiently by constructing a compiler from a specification language into an executable code. An extendable schema language has been developed as a representative of languages of this class.

### **Sponsorship, international and local grants**

Estonian Science Foundation grant no. 5400

### **Research-administrative experience**

Editorial boards of cc cited international journals:

Automated Software Engineering (Kluver)

Knowledge-Based Systems (Elsevier)

Computing and Informatics (Slovak Acad. Sci.)

### **Membership**

Fellow of the Estonian Academy of Sciences

Member of the Estonian IT Society

Member of the IEEE Computer Society

External examiner at the NTNU

### **Structures and intellect (Peeter Lorents)**

On the basis of the notation-denotation fundamental relation and the proceeding treatment of knowledge and information, the term ‘intellect’ has been formulated as the ability of an abstract structure to operate with

knowledge. Therein is presented the specification of the term ‘defining’, which is also based on the fundamental relation and connected to the concept of the above-mentioned knowledge. The equality of information with the defined quantities has been proved.

Partners

The IT area of Eesti Ühispank, Information Security Division.

Professor G. Mints. Stanford University. USA.

**Non-linear equations, Banach spaces, methods with the high order of convergence, parallel computation (Indrek Kaldo)**

## CHAIR OF ECONOMICS

### **“Good management” and rent seeking (Kaire Põder)**

In current research the problem originates from the institutional economics and from different approaches of management studies and economics. In Neoclassical economics the competitive market by definition means that for the firms prices are exogenous and firms are too small to have any bargaining power in the markets. There can be tautological, but rather conceptual misunderstandings between businesspeople and economists with defining the word competition. Managers often call the increase of the bargaining power the same as the improvement of the competitive edge of the company. In economics competition leads to effective markets, but unfortunately to normal profits, which usually contradicts to the objectives of the firms. But for a mutual understanding let's define “good management” as an activity, which leads to the increase of the bargaining power of the firm. The bargaining power, for example over pricing strategies, will actually lead the market structure away from perfectly competitive markets. So partly the "good management" can lead to the social cost measured by the deadweight loss created by imperfectly competitive markets. At the same time part of “good management” can in many aspects resemble "rent seeking behaviour". In recent years rent seeking has been a major topic in economics in general. We will define rent seeking as the use of resources for the purpose of obtaining rents, where the rents themselves come from some activity that has a negative social value. So the limited resources, including management, are not used for efficient strategic decision-making, but rather for getting some superior conditions compared with other businesses or industries. There is no doubt that rent seeking in general leads to serious inefficiencies, but how big is the total impact of rent seeking measured by the % of GDP often remains unanswered. The current paper gives an estimation method and the result on the basis of 100 bigge firms in Estonia.

**Key words:** institutional economics, social cost measurement, rent seeking

**JEL Classification:** D23, D21; D42; D72

### **Firm's size and market structure (transaction cost approach (Kaire Põder)**

Estonia presents one of the most successful transition stories of the last decade. Within slightly more than 10 years Estonia has accomplished a

rather successful transfer from central planning to the market system. At the moment we may say that Estonia belongs to one of the most liberal market economies in the world. At the same time Estonia managed to “arm” itself with the modern information technology and almost reached the level of advanced economies. Currently Estonia is faced with the new challenge – the EU accession. The “new transition” has definite benefits, but it also incurs costs. Parts of these costs are related to giving up a “portion” of economic freedom, and compliance with the EU laws, rules and regulations. As Estonia has gone through these three (or at least two) stages rapidly, we are considering Estonia’s experiment is a valuable object for economic analysis. We are exploring how the transaction costs in Estonia have changed and will continue to change because of the EU enlargement. We are regarding transaction cost analysis important because of mainly two facts. First, calculations of the transaction cost for Estonia are generally absent, while they exist for other economies (including Latvia and Lithuania). So, for the purposes of novelty of such data and the possibility of future comparison to the related countries this analysis seems to us plausible. Secondly, the received data will help us to make estimation of possible changes in the business environment caused by the EU accession, and predict major obstacles firms will face in the transition period in the overall economy, as well as in particular industries. We are also exploring how the firms’ size and market structure will be affected by the forecoming changes. We are quite confident, that the outcome of the research will be in the interest of businesses as well as politicians and academia in general.

For measuring transaction costs we are mostly relying on the World Bank’s methodology developed and induced by academics from Harvard University, Yale University, the London School of Economics, MIT, the University of Michigan, and the University of Chicago. On the one hand, the methodology is based on clear theoretical and practical assumptions; on the other hand, it allows relatively simple applicability and interpretation of results, making possible the comparison and evaluation of institutions contributing to the success or failure in the economic performance. To get the country specific information, we have to rely also on questionnaires (developed for businessmen), which enable us to modify and collect information about institutions that we consider to be of the most interest in the case of the Estonian success story.

## **Membership**

Member of the International Society of New Institutional Economics (ISNIE)

Editor of the collection of articles by a great economist of the time (Hayek, Tullock, Schumpeter, Buchanan etc) to be published in Autumn 2004 in Estonian under the heading “What is that is called economics. A selection of philosophical essays.”

### **Impact of Income Tax Reform on Local Government (Angelika Kallakmaa)**

Municipalities in Estonia are governed by the same regulations in spite of their size and real capacity. The government tries to decentralise the management of local governments and give as much autonomy as possible but on the other hand there is a lack of professional and managerial skills at the local government level. The personal income tax forms the largest proportion of the local governments' revenues. According to the Income Tax Law 44 % of the personal income tax goes to the state budget and 56 % to the budget of the local government where the person is registered. In 2000 the Ministry of Finance made a proposal to give some functions, performed by the state up to now, over to local governments - borrowing of local governments and financing the local government functions, regulating the borrowing activities of local governments.

### **Membership**

SUERF Société Universitaire Européenne de Recherches Financières.  
The Estonian Economic Society

## **CHAIR OF LAW AND PUBLIC ADMINISTRATION**

In 2003, the research on the proposed topic 'The Legal Connection between Administrative Institutions and Management of Public Administration Organisation in the Chair of Law and Public Administration' was continued, concentrating on the bases of constitution, the legal environment of public administration organization and on the theoretical elaboration of legal relations between the carriers of the administrative power.

The results of the research were used in composing the government-initiated drafts for the parliament and for the Academic Council of the President of the Republic.

The sub-topic of the Chair 'The Indicators of Local Democracy and their Applicability in the Development of Public Administration Organization' was also further elaborated in the framework of Anna Laido's doctoral studies.

### **Legal Regulation of Public Administration Organisation.**

#### **Local self-government and Regional Administration Legal Organisation**

**(Arno Almann)**

The research work in the year 2003 was aimed at studying the balanced public relations and functions of the public administration organisation and analysing its legal regulation practice and opportunities.

The actuality of the research was caused by theoretical and legal problems, which arose during the preparation for the regional administrative reform and needed solution. During the research we familiarised ourselves with the generalisations of the public administration practice and problems at the Ministries of France and at the level of local governments. The results of the research have been introduced at national conferences and local government forums; and have been reflected in the opinions that were presented to the Ministry of Internal Affairs and the President's Roundtable of Local Government and Regional Development. The results acquired in the course of research are also used in putting together the monograph on the theoretical foundations and legal organisation of the local government, including the plan to complete it in the research plan for the years 2004-2005.

### **Research-administrative experience (Arno Almann, Kalle Merusk)**

The opinion on the project of the regional administration reform conception – presented to the Minister of Local Affairs and introduced at the conference ‘The reform of regional administration in Estonia’, which took place on September 2-3 2003.

Starting the Master class for the Master’s degree students of the Estonian universities: ‘Traditional and innovative local government’, devising the plan of work for the years 2003/2004 and carrying out one seminar (Nov. 2003)

### **Membership**

Member of the Academic Council of the President of the Republic, member of the Commission on Development of Public Administration and Local Government

Representative of the President of the Republic at the President’s Roundtable of Local Government and regional development

Chairman of the Legal Expert Commission of the President of the Republic

### **The Indicators of Local Democracy in Estonia (Anna Laido)**

One of the main reasons why the development of public administration in the whole of Estonia has not succeeded and fulfilled its objectives is laying the main stress on state administration; in other words, the development had no roots – the basis for local democracy. The background and result of the problem is the much talked about alienation of people from public authorities. It is a lot spoken about that to succeed in the European Union the direct authority of the state must be decentralised, the administrative capability of local governments must be increased, tasks must be delegated to different administrative levels, to the third sector and the business sector.

The principle of integral operation of the public administration organisation, which means development of the public administration organisation as a whole at all administrative level, has been left aside.

Only the state with efficient administration can be successful in fulfilling also supranational functions. The public administration reform can only rely on an organised reform model and the analysis of the public administration organisation as a whole based on the principles agreed upon preliminarily.

If we leave aside the elections, the local government is the main place and chance for people to directly contact the government. The nature and

quality of this contact clearly influence the people's welfare and actually the whole society. Effectively operating public and local level institutions (and also public institutions at the local level) help people cope with their everyday life, ensure the distribution of resources based on clear criteria, create a favourable business environment and in the long term decrease the possibilities of arising conflicts.

The local democracy base is a prerequisite for the local government to fulfil its duties. Operation of the local government requires involvement, i.e. local government must be responsible and report to the whole local community, not only to few interest groups.

Local government is a polysemantic phenomenon having both legal and political aspect. To determine the **indicators of democracy at the local level** it is necessary to previously define the legal and political meaning of local government and analyse the structure of the tasks of the local government.

Previous research has proposed very different phenomena and measures as indicators of the local democracy but, to the author's knowledge, there has not been carried out any exhaustive research and analysis about the Estonian local government from the standpoint of the representative democracy model. The most common indicators of the local democracy are proposed, among others, local autonomy, capacity of local administration, power distribution, legitimacy of the local government and political culture.

All these social phenomena and results still give a one-sided picture of the nature and preconditions of democracy at the local level, more exact measurement and definition of these indicators is also problematic.

**Research problem(s).** Taking into consideration the prerequisites of the representative democracy model and the peculiarities of local government as a political and legal phenomenon, defining the indicators of local democracy would enable to find answers to the essential questions for the development of local government, bringing out the most essential problems offering interest as follows:

Do the societal indicators correlate with local level democracy indicators and also within the limits of one level? Which is the cumulative effect of different indicators of democracy? Which applicational conclusions can be drawn studying these cumulative effects? Which democracy model can be formed considering the cumulative effects?

An example may be given of a narrower problem in defining the indicators of democracy, like the problems of election unions and parties or a question of whether the party must distinguish which are the indicators of the societal democracy and which are the indicators of the democracy at the local level in their programme.

It is likely that avoiding such kind of distinguishing has already induced a number of problems in arranging the Estonian administrative organisation – the county as a subject is not represented in the model of public administration (who represents?); the principle of representative democracy is not valid in the regions because it is forgotten that the source of democracy is always people independent of the level.

**Research objective.** The main objective of research is to present an integral and applicable system of the indicators of the local-level democracy or determine what the local community should agree on concerning their measurable living environment.

**Research methods.** It is likely that the comparative methods or the comparative analysis of the mass of local government budgets, where the objectives of the local governments' development programmes are compared with the budgets of the local governments, are most commonly used. Also the member states of the European Union are compared to the candidate states with the aim to find out common indicators or differences in the dynamics of the development programmes and budgets. On the basis of the quantitative analysis attempts are made to survey the qualitative indicators and specify the reasons for their mutual congruity or incongruity. It is planned to also use questionnaires as a sociological method to specify the forms of local democracy, revealed in the operation of the local governments, and their relations with the expectations and needs of the local community.

In different relationships, mainly in the introductory part of the work, also logical methods are applied in order to open the meaning of the terms, for example the classification method, the definition method and the category method.

To understand the meaning of the local government it is reasonable to first open the functional meaning of the local government both in its legal and political sense with the focus on the last aspect, then open the relationships between the local government and the democracy and then it is possible to specify the basic principles of surveying the indicators of the local democracy. First, the start should be made with opening the nature of the local government and determining the sphere of participation of the local community in order to reach measuring the living environment of the local community.

## **Membership**

Observer in NISPACee (Network of Schools and Institutions Teaching Public Administration in Central and Eastern Europe) network.

**A person in public law in the organisation of the decentralised organisation of public administration (Madis Kallion)**

The analysis of the persons' in public law consolidated reports and conclusions of the activities for the years 2000 and 2001 presented to the Government of the Republic. The influence of the implementing the Act of administrative cooperation on delegating the administrative tasks of the government, the analysis of possible legal policies developments. The analysis of the legal model of reorganising the Traffic Insurance Fund as a person in public law on the basis of the draft Act on Traffic Insurance, and monitoring the procedures of the draft law in Riigikogu. Introduction of the legal controversies of reorganising the Traffic Insurance Fund to the Isamaaliit Party and Rahvaliid Party in Riigikogu.

## **LANGUAGE INSTITUTE**

**Dictionary of Basic Accounting Terms: English - Estonian - French – German, (Aet Toots)**

## **EBS CENTRE FOR ETHICS STUDIES**

In 2003 the work continued in the areas of business ethics and corporate social responsibility.

In 2003 the following events were organised:

‘International customer behaviour focus groups study’, EBS, February, 25-26. 2003

Workshop for Estonian ethics educators, April 10<sup>th</sup>, 2003, National Library, Tallinn

Workshop for Estonian ethics educators, May 19<sup>th</sup>, 2003, EBS, Tallinn

Through the Centre for Ethics Studies EBS is an Institutional Member of EBEN – the European Business Ethics Network

In 2003 the business ethics work group of the EBS Centre for Ethics Studies has carried out the following studies:

- The Impact of Attitudes and Leadership Style on Organisation, under the supervision of Mari Kooskora;
- Employees - as the Most Important Investment in Business, under the supervision of Mari Kooskora;
- Ethical aspects of privatisation, under the supervision of Anu Virovere and Mari Kooskora;
- The change in the nature of authority in an up-to-date organisation, under the supervision of Anu Virovere.
- The role of microclimate in the development and competitiveness of an enterprise, under the supervision of Anu Virovere.

## DOCTORATE STUDENTS

### **The knowledge management aspects in terms of relations between financial institutions and university (Karin Liikane)**

In its development, the Estonian financial sector has reached a certain qualitative and quantitative limit beyond which further growth is no longer substantiated. The number of bank offices is on the decline, but the requirements set for IT staff and customer service consultants are becoming more and more demanding. The labour market in the financial intermediary sector is restructuring. There are less and less opportunities for young people to compete successfully in these sectors that have developed rapidly and offer above average self-realisation and salary opportunities.

Effective training and its compatibility with contemporary requirements are the most important conditions for staying competitive. This competition, however, can also be looked at from a different point of view, that of the training provider.

As a tutor and project manager Karin Liikane had the opportunity to follow (as well as shape) the development of distance learning in banking in Estonia. The project was commenced in 1995 within the framework of the EC Phare programme, at first operating under the auspices of the Estonian Banking Association, was handed over to the University of Tartu in the autumn of 2002.

The distance learning experience acquired from two perspectives was analysed:

- 1) What are the advantages and disadvantages of distance learning for carrying out in-service training?
- 2) According to which criteria and how important is the effectiveness of distance learning in the development of necessary knowledge management and knowledge sharing competencies?

The following conclusions could be made based on the survey of the questionnaires involving 389 learners who took exams as part of the Banking Association distance learning between March 1999 and June 2001:

- 1) Distance learning as a way of learning is highly appreciated because the desire among learners to continue in distance learning is great

- 2) The main reason for the popularity of distance learning is the fact that the courses provide new knowledge that can easily be applied in everyday work situations
- 3) The level of education among course attendants does not affect their assessment of the suitability of distance learning
- 4) Participation in distance learning is recommended to other colleagues primarily if the learner's own examination results were good

### **Grants**

The EBS grant for participation in the International Management Teachers Academy 2003. The IEDC – Bled School of Management, Slovenia. May 18-30, 2003

### **Participation in joint research projects**

Göran Collert Foundation Network in Sweden, Finland, Norway and Estonia: Project Manager in Estonia responsible for co-ordination of the banking research groups at the University of Tartu, Tallinn Technical University and the Estonian Banking Association

### **Membership**

Member of the Board of the Bank Training Managers at the Estonian Banking Association

### **Financial service – trends in the world and impact on the Estonian banking (Ly Hõbe)**

The main topic of the research in 2003 was the trends of financial service in the world and the impact on the Estonian banking.

The investment awareness of banking clients has rapidly grown. This fact brings forth elevated expectations towards financial sector. Today banks are considered to be institutions, where current accounts are kept and funds are transferred, when in the future the bank will be a financial institution, which keeps and invests all funds. The ideology is changing – bank is no more the selling place of a product, but a financial institution, which should give advice on investment matters and solve financial problems.

The main aim of the study is to define the new trends in providing financial services and the possible difficulties in retail banking and asset management.

In order to carry out the investigation on the topics mentioned above it is planned to act as follows:

- To complete the theoretical framework on the basis of the existing theoretical literature
- To develop a micro- and macroeconomic model of banking development trends
- To design an empirical research using questionnaires for creating a data set and the data from the Estonian Banks.

### **Grants**

Göran Collert Foundation Network in Sweden, Finland, Norway and Estonia.

### **Participation in joint research projects**

Göran Collert Foundation Network in Sweden, Finland, Norway and Estonia: researcher.

### **The accuracy of the performance self-assessment in job proficiency. The relation between work feedback and job proficiency. Work feedback effectiveness (Aire Mill (Nölvak))**

The aim of the doctoral studies is to investigate self-perception of professional competence that is, how accurate people are at estimating work efficiency. The central problem that came out in previous studies is the finding that people tend to assess themselves to be better than they actually are. It is crucial to investigate whether people have a sufficient insight about their working skills and to what degree can the effective work feedback through different sources make the perception of one's work results more objective.

In the year 2003 Aire Mill mainly worked with literature, and in the year 2004 is planning to collect the necessary empirical data. Data collection is planned to organize in different Estonian organizations through different occupational groups varying on the basis of the amount of information that the subjects receive about their job performance. For example, in case of sales there are obvious objective performance assessment criteria (e.g. sale turnover), whereas feedback for specialists or researchers is more indefinite and subjective as given by supervisors or chiefs.

## **Structural basis of the establishment of the integrated training system in the field of rescue service and civil protection in Estonia (Mati Raidma)**

Almost all European countries experience the process, when two independent branches – fire fighting and civil protection are merging into a single integrated system.

Along with the development of the society in the last decades both risks and people expectations on the service have been changed. More and more countries start using term "rescue service" instead of fire fighting.

Due to decrease of military confrontation in Europe the conception of civil protection is transforming from the protection of population during the war to the one that concentrates on everyday risks and emergencies. Civil defence is becoming civil protection.

All abovementioned processes present in their turn a new challenge for the reform of relevant training systems. The reform has begun recently, and countries are seeking for new general solutions, which will bring schools and training systems to conformity with today's needs, both in terms of new tasks and integration of two systems.

Training traditions do not have long history in Estonia, and our rescue training system is still developing. At the same time rescue service and civil protection in Estonia have 12-year experience of working as a single institution. It gives an opportunity of establishing new structural basis of an integrated training model for different target groups.

In 2003:

Mapping of potential emergencies within Estonian rescue services' governance.

Participated in drafting of *"Risk assessment of Estonian Rescue Board governance 2003"*.

Based on UN Environment Programme (UNEP) principles "Regional determination and assessment of threats (risk assessment)". Result – list of emergencies and risks causing them and approximate assessment of probability of an emergency and its consequences with description of preventive measures.

Gathering the data about the structure of the training systems in different countries.

Familiarizing trips have been made to and materials gathered from the Fire Fighting Academy in Warsaw, Poland, Revinge Rescue School in Sweden, Kuopio Emergency Services College in Finland, Institute of Emergencies and State Fire Fighting Academy in Moscow, Russia.

**As an expert of the field Mati Raidma participated at:**

UNDAC (United Nation Disaster Assessment and Coordination) Team, Mission to the Kyrgyz Republic 07-11. 2003

In light of the natural disaster The United Nation Resident Coordinator requested that the United Nation Office for the Coordination of Humanitarian Affairs mobilize a UNDAC Team in order to assess situation, make recommendations for effective response in the immediate and medium term, assess potential threats and provide recommendations to the UN Resident Coordinator on disaster preparedness and response for future occurrences.

**Membership**

International Technical Committee for the Prevention and Extinction of Fire (CTIF), CTIF Eesti Rahvusliku Komitee president

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### BOOKS AND PARTS OF BOOKS

- Alas, R. 2003. Organizational changes during the transition in Estonia: major influencing factors. Extended abstract of the PhD thesis. Tallinn.
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- Alas, R., & Saar, T. 2003. Arenguestlus koolituse planeerimisel. Juhi käsiraamat. Tallinn: Äripäeva Kirjastus, 11 lk.
- Alas, R., & Svetlik, I. 2003. Estonia and Slovenia. In: European Human Resource Management, 32 p. Forthcoming in 2004.
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- Alver, L., Alver, J., Reinberg, L. 2004. Financial Accounting. Tallinn, Deebet, 433 p.
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- Lorents P. 2003. Sissejuhatus. Inforessursside juhtimise peatükk. Organisatsiooni käsiraamat Kontseptsioonid ja vahendid. Eesti Ettevõtluse Arendamise Sihtasutus. Tallinn.
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- Alas, R., Vadi, M. 2003. The Impact of Organisational Culture on Organisational Learning in Six Estonian Hospitals. In *'Enterprise in Transition'*, Faculty of Economics, Split, 215-217.
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- Brinkmann, J., Kooskora, M. 2003. Ethics in Business Schools. *10<sup>th</sup> International Conference Promoting Business Ethics*, Garden City NY. 12p.
- Kaarelson, T., Alas, R. 2003. Estonia and Finland: Developments in human resource management. *Vith Chemnitz East Forum 2003: The End of Transformation? Germany, Chemnitz*, 40-41.
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- Mustonen Mattias-Silvester** MBA Väikeettevõtte konkurentsieeliste saavutamise turundusstrateegiate abil / Finding a Competitive Advantage of a Small Size Company Using Marketing Strategies (Margit Toovis)
- Nool Minni** MBA Kas toote/brandi tuntus on ostuprotsessil piisav argument? (IBM tarkvara näitel) (Danneberg)
- Paidre Donald** MBA Tasakaalustatud mõõdikute süsteemi väljatöötamine Äripäeva Kirjastuse AS-le / Elaborating Balanced Scorecard for Äripäeva Kirjastuse Ltd (Vello Rääk)
- Pajupuu Riina** MBA Kliendi käitumuslike andmete analüüsi olemus ja tähtsus edasiste turundualaste otsuste tegemisel / The Essence and

- Importance of Customer Behavioral Data Analyses in Future Marketing Decisions (Mari Rahumägi)
- Peeduli Maigi** MBA Kestvuskauba brändiehituse ja turuletoomise mudeli loomine Yale näite baasil / Creating a Brand Building and Launching Model, on the Bases of Yale case (T. Danneberg)
- Purje Kadri** MBA Reiskorraldajate usaldatavus Eesti turul / Tour Operators Reliability on Estonian Market. Case: Wris Tours pankruptcy influences to Estonian Tour Operators market and customers trust (Elena Pruvli)
- Ruustalu Meelis** MBA Telesaadete mõju telekanali efektiivsusele. "ZTV" ja "Kes tahab saada miljonäriks" näitel / The Impact of TV Programmes on TV Channel's Effectiveness. Based on "ZTV" and "Who Wants to Be a Millionaire (T. Danneberg)
- Teemant Jüri** MBA Üks bränd - üks lubadus: tehnoloogiabrändist teenusbrändiks EMT näitel / One Brand - One Promise: From a Technology Driven into a Servicing Brand based on EMT (T. Danneberg)
- Tõnismann Kristiina** MBA Organisatsiooni A ebaedu põhjuste analüüs ja edasine tegevuskava (Endel Oja)
- Tõniste Peeter** MBA Turunduse roll ettevõtte funktsionaalsete valdkondade integreerijana ja arenguvõimaluste juhtijana AS Norma näitel/ Marketing Role as the Integrator and Development Administrator of Different Organisational Functions on the Sample of AS Norma (Danneberg)
- Unt Mait** MBA Teenindustevõtte konkurentsieelse arendamine AS Matkapunkt näitel (T. Danneberg)
- Uusküla Rain** MBA Uudse ja eristuva restorani teostus ja arengusuunad / Building a Novel and Different Restaurant Facility (Danneberg)
- Vatsar Moi** MBA Brändi ehitamine läbi müügi edendamise Eesti tarbekaupade näidete abil / Brand Building through Sales Promotion in the Estonian FMCG Section (T. Danneberg)
- Viileberg Märt** MBA Energiaettevõtete koostööstrateegia ja elektrituru regulatsioonimehhanismid / Energy Enterprises Cooperation Strategy and Electricity Market Regulation Mechanisms (Mehis Pilv)
- Ülemaantee Andres** MBA Rahvusvahelised maanteeveod Eestis Euroopa transpordisüsteemi osana / International Road Transport in Estonia as Part of European Transport System (Ain Kiisler)
- Zheng Wenjing Juliet** CMBA Introduction of 3C Product into Estonian Market and the Strategy for the First Year (T. Danneberg)
- Qi Canbin Bruce** CMBA The Degree of Job Satisfaction Among White Collars (the case of the Chinese Company Dingshuan Food Ltd.) (Elena Pruvli)

- Jia Lin Justin** CMBA Export Marketing Management Based on Timber Export From Estonia to China (T.Danneberg)
- Liu Lili Lily** CMBA The Implementation of "The art of War" in Modern Strategic Management Practice in China (Elena Pruvli)
- Zhang Jie Jason** CMBA The Chinese Business Ethics Tradition and Its Development in International Business Today (Elena Pruvli)
- Meng Chenyan Sophia** CMBA Cultural Clashes and the Solution in Japanese - Chinese Joint Ventures (Elena Pruvli)
- Wu Zhuoya Castaly** CMBA Entering Chinese Timber Market (on the basis of Estonian Timber Company Genetrade Eesti OÜ) (Jüri Piiper)
- Li Dai Daniel** CMBA The development strategy of the small service company on the Estonian Market on the Example of the Company "Chinese Health Club" Ltd. (Elena Pruvli)
- Chen Xi Cathay** CMBA Key Factors for Chinese Domestic Brand Mobile Phone Companies to Complete Successfully International Brand Companies (John Sullivan)
- Zhang Feirui Linda, Wang Cong Tony** CMBA The Possibilities of Chinese Firms to Enter EU Market (Jüri Piiper)
- Song Xiaoi Ann,** CMBA How Chinese SMEs survive and Develop after China enter WTO (T.Danneberg)
- Liu Xiaodong Tony** CMBA The Most Successful Way to Enter The Chinese Market For International Companies is to Build Up A Strong Partnership With A Chinese Local Company (John Sullivan)
- Zhu Tao Rak** CMBA Compare Western Motivation Theories with Practice in Chinese Real Estate Company (Andrzej Pawelec)
- Nigulas Hardi** EMBA AS NT Marine strateegiline positsioneerimine rahvusvahelises konkurentsisis (Jüri Sakkeus)
- Uriko Mihkel** EMBA Lähimerevedude Edendamiskeskuse Eestise loomise vajalikkuse uuring / Research on the Necessity of a Creating a Short Sea Shipping Promotion Centre (Ain Eidast)
- Shmeljov Aleksander** EMBA Ehitusseadmete rendi turu trendid ja nendest tulenev strateegia valik Kummer & Partner Eesti OÜ seisukohalt / Trends in the Rent of the Construction Equipment Market and the Strategie for Kummer & Partner (Kaur Andresson)
- Meitus Aulis** EMBA AS Tallinna Kütte hanketegevuse alused / The Bases of the Purchasing Activities of AS Tallinna Küte (Ülle Pihlak)
- Rosenberg Aivo** EMBA Profiipleki tootmise ja turustamise ärimudeli analüüs Balti majandusruumis (Priit Karjus)
- Kargin Aleksei** MBA Vedaja vastutuse ulatus rahvusvahelisel kaubaveol erinevate transpordivahendi liikidega / The Scope of Carrier's Liability in Respect of an International Carriage of Goods by Different Means of Transport (Jüri Suursoo)

**Sakkov Erik** EMBA Paldiski Lõunasadama perspektiivsete arenguvõimaluste analüüs (Ülle Pihlak)

**Huang Jia Qiang Sam** CMBA Building Customer Satisfaction in Chinese Publishing Business (Toomas Danneberg)

### **Chair of Information Technology**

**Allikvee Annelly** MBA Vabatarkvara (Linux) kasutamisele üleminek Pärnu Maavalitsuses / Transition to the use of free software in Pärnu Country Council (Väino Olev)

**Haabu Raul** MBA E-kaubandus autokaubanduses (Ülo Kess)

**Jents Maren** MBA Teadmised ja tunded juhtimisprotsessis / Knowledge and emotions in management process (Peeter Lorents)

**Kaupmees Liis** MBA Juriidiliste isikute laenude väljastamise protsessi efektiivistamine Hansapangas andmelao abil / Streamlining the Process of Business Clients Loan Issuing in Hansabank with Data Warehouse (Enn Tõugu)

**Oja Anne** MBA Loominguliste lahenduste hindamine / Evaluation of Creative Solutions (Leo Võhandu)

**Vebl Toomas** MBA Investeeringute jagamine kolmanda põlvkonna mobiilsidevõrkude infrastruktuuri väljaaitamisel Eestis: optimaalseima lahenduse leidmine operaatori (AS EMT) seisukohast / The Sharing of Investments in the Course of Building 3rd Generation Infrastructure: Finding an Optimal Solution for an Operator (AS EMT) (Enn Tõugu)

**Zernand Maris** MBA IT-põhise kaugtöö rakendamise analüüs Estonian Business Schooli näitel / Analysis of the Implementation of IT-Based Distance/Remote Work on the Example of the Estonian Business School (Peeter Lorents)

**Tom Guodong Zhou** CMBA Analysis of E-Banking and Developing Internet Bank in China (Ülo Kess)

**Jack Qingran Zhou** CMBA Analysis of Virtual E-Tourism Enterprises and Strategy for Developing Chinese Small Size Enterprises (Ülo Kess)

**Celine Liyang Gao** CMBA Analysis of E-Commerce Enterprises and E-Commerce Development in China (Ülo Kess)

**Vivian Yanan Wang, Philip Qiang Wan** CMBA CRM Development and Implement Strategy in Estonia (Enn Tõugu)

### **Chair of Management**

**Arro Marko** MBA Kliendisuhete juhtimise põhialuste väljatöötamine Eesti kindlustusseltsile/ Elaboration of Client Relationship Management Principles for Estonian Insurance Company (Priit Karjus)

- Esken Anneli** MBA Tootearendusprotsessi täiustamine Eesti Ühispangas / Improvement of product development process in Eesti Ühispank (Algis Perens)
- Kaevando Kristel** MBA QR strateegiale vastava materjalide varude juhtimise strateegia välja töötamine AS Baltika näitel / Purchasing Strategy According to QR Strategy, Based on Baltika Ltd. (Ants Kraus)
- Kell Veigo** MBA Õppiva organisatsiooni kontseptsiooni rakendamise võimalustest AS MicroLink näitel / The Concept of the Learning Organization: Implementation Possibilities in AS MicroLink (Ruth Alas)
- Kimber Lea** MBA Väärtuspõhise juhtimissüsteemi loomine tervisliku kvaliteedikultuuri kontekstis Iloprint AS näitel / Creating a Value - Based Management System in the Context of Total Quality Culture in Iloprint Ltd (Tiia Tammaru)
- Külaots Kati** MBA AS Uninet mõõdikute süsteemi ja rakendusalauste välja töötamine (Priit Karjus)
- Mikk Rein** MBA Kinnisvaraarendus erasektoris, erasektori kinnisvara arengusuunad Tallinna piirkonnas, kinnisvara arendusprojektide analüüs, riskide hindamine ja maandamine / Property Development in Residential Field, Direction of Residential Real Estate Development in Area of Tallinn, Analysis for Property Development, Estimating and Avoiding Risks (Tambet Tiits)
- Nael Katrin** MBA Ühisliisingu AS klienditeeninduse standardi kooskõla teenuste omadustega / Concord of Ühisliisingu AS customer service standard with the qualities of the services (Mait Raava)
- Nigul Tiit** MBA Balti Autoliisingu AS-i strateegilise arengukava lähtekohad / Analyse and Proposals for Strategic Development Plan of Baltic Car Lease Company (Ülo Kannelmäe)
- Põllu Simmo** MBA Projektijuhtimisest projektide portfelli juhtimiseni - väikefirma perspektiiv / From a Project to the Project Portfolio Management - a Small Company Perspective (Algis Perens)
- Põim Jana** MBA Tootmisettevõtte jätkusuutlikkust tagav strateegia muutuv keskkonnas Tallinna Keraamikatehas AS-i näitel / Strategy of Production Company in the Dynamic Environment on the Sample of Tallinn Ceramics Factory Ltd (Jüri Sakkeus)
- Suislep Aura** MBA Puhastuskemikaalide tarnijate valik Eesti toiduainetööstustes: valikumeetodid ja -kriteeriumid / Cleaning Chemical Supplier Selection in Estonian Food Industry: Selection Methods and Criteria (Ants Kraus)
- Tühis Eva** MBA Projektijuhtimise rahvusvahelise sertifitseerimissüsteemi käivitamise eeluuring Eestis / Preliminary

Survey of Project Management's International Certification System  
Launch (Algis Perens)

**William Mingjiang Yuan** CMBA Leadership Research Through  
Organizational Change. Based on Laizhou Development and  
Consultation Company (Krista Tuulik)

**Susan Yan Xiao** CMBA How Chinese Enterprises Enter Global Market  
(Ülo Kannelmäe)

### **Chair of Accounting**

**Jõelet Marika** MBA Kasum ja kasumi juhtimine / Earnings and  
Earnings Management (Jaan Alver)

**Linnupõld, Loit Rajas, Silva** MBA Eraisiku rahandus (Personal  
Finance) - käsiraamat finantsnõustajale (Mari Avarmaa)

**Murro Marja** MBA Kasum: olemus ja analüüs / Profit: The Nature and  
Analysis (Jaan Alver)

**Mött Age** MBA Käibekapitali juhtimine / Working Capital Management  
(Jaan Alver)

**Piller Marek** MBA IT Investeeringute finantsilised aspektid / IT  
Investment Financial Aspects (Lauri Reinberg)

**Randrüüt Marjot** MBA Kontsern - Eesti ja rahvusvaheliste  
õigusnormide võrdlev analüüs / Business Combination - a  
Comparative Analysis of Estonian and International Legal Standards  
(Lehte Alver)

**Toots Aet** MBA Raamatupidamise baasterminite sõnastik: inglise-eesti-  
prantsuse-saksa/ Dictionary of Basic Accounting Terms: English-  
Estonian-French-German (Jaan Alver)

**Jenna Hongjing Li** CMBA The Development of Chinese Accounting  
System and Accounting Standards (Lehte Alver)

**Lynn Ying Han, Jane Jin Wang** CMBA Stock Markets in China (Peep  
Sillandi)

### **Chair of Economics**

**Jane Shoufang Gao** CMBA How to Invest in China (Lauri Luiker)

**Heming Hong Ji** CMBA Chinese Trade Policy after WTO membership  
and the Trade prospective with Estonia (Lauri Luiker)

**Carol Zhi Li** CMBA The Evolving Banking Environment in China and  
the Potential Opportunities for Foreign Banks in the Future (Garry  
Tanner)

### **Chair of Social Sciences**

**Anslan Egert** MBA IQ tähtsus organisatsiooni kontekstis / The  
Importance of IQ in Organisational Context (Virovere)

- Berting Piia** MBA Mikrokliima roll ettevõtte arengus ja konkurentsivõimes (Virovere)
- Liigand Jaana** MBA Võimu olemuse muudatus kaasaegses organisatsioonis / Change in the Concept of Power in a Modern Organization (Virovere)
- Neuman Kristine** MBA Rutiinse töö väärtustamine / Valuing Routines Work (Virovere)
- Rihma Merle** MBA Eetika õpetamise roll ärijuhtimise programmis ja juhtide täiendkoolitusel (Virovere)
- Tännav Ruta** MBA Sisekommunikatsiooni roll ettevõttes Suprema Securities AS näite varal (Aune Past)
- Tina Kairi** MBA Fiat'i maine tõstmine läbi suhtekorralduse / The Improvement of Fiat's Reputation Through PR (Aune Past)
- Vinni Ene** MBA Töörahalolu faktorid Viljandimaa ettevõtetes / Factors of Job Satisfaction at the Enterprises of Viljandi County (Virovere)
- John Xiaoping Zhou** CMBA Motivating and Managing People Effectively in Company (Kiira Kure)
- Aili Xiaoxia Li** CMBA How to Develop the Top Managers (Kiira Kure)
- Hannah He Zhang** CMBA The Risk of Human Capital Investment and Ways to Protect (Mari Kooskora)
- Jen Jin Cui** CMBA Training and Development in HRM. Focus on the Coca-Cola Company and the Tingyi Holding Company (Kiira Kure)
- Zika Jia Huang** CMBA Cultural Impact on Chinese Modern Management Based on the International Company (Elena Pruvli)
- Marmor Aare** EMBA Firma ärietika kui brändi identiteedi kandja / Companies Business Ethics as a Base of Brand Identity (Virovere)
- Ruul Mati** EMBA Mõjuvõim/autoriteetsus juhtimises. Eesti ettevõtete juhtide uuring mõjuvõimu erinevate liikide rakendamises / Authority - The Power of Leadership. Research Within Managers in Estonia (Elenurm)

## Winter 2003

### Chair of Public Administration

- Kuusk Katrin** MPA Õpetajate motiveerimine juhtimise ja sisekeskkonna arendamise kaudu Tallinna Reaalkoolis / Motivating Teachers Through the Management and the Development of School Environment at Tallinna Reaalkool (Signe Krönström-Hanschmidt)
- Noot Kaire** MPA Õpilaste õpimotivatsioon ja õppimise eesmärgistus. (Signe Krönström-Hanschmidt)

## **Chair of Entrepreneurship**

- Meng Xiaonan Emmy** CMBA Career Development of the Female Middle Manager in Foreign Capital Enterprise in China (Elena Pruvli)
- Zheng Weiwei & Yao Huaijun** CMBA Critical Marketing Strategy of Siemens in China (ToomasDanneberg)
- Wang Xiaodan Maggie** CMBA How to Improve the Public Relations (Elena Pruvli)
- Zhang Yanan Nancy** CMBA Issues of Taiwanese business ethics and its connection with the chinese cultural tradition: case of the Acer corporation (Elena Pruvli)
- Kou Li Tom** CMBA Differences in Management Styles between Chinese and Singaporean Business Culture (Elena Pruvli)
- Bo Shan Kevin** CMBA The Exploration and Development of Electronic Product in East Europe Market (A. Pawelec)
- Xiao Yunshan Janson** CMBA Doing Business in Polluted Water Cleaning in China - How to Enter Chinese Environment Protection Market (A. Pawelec)
- Wang Ying Anny** CMBA Feasibility Study of Improving the Tariff Filing Process at Chinese Xining Jianshe Telecommunications Company (Indrek Jakobson)
- Aettik Kaido** MBA AS-I Metalliekspor uue turundusplaani koostamine, tulenevalt EV direktiividest / The Production of a New Business Plan for AS Eesti Metalliekspor According to the European Union Directives (Priit Karjus)
- Kotli Aldo** MBAMüügiettevõtte poolt saavutatud turuosade säilitamise ja ettevõtte kasvu võimalused globaliseeruvast maailmast väikese avatud majandusega ühiskonna tingimustes / Sales Company's Opportunities to Retain and Grow Achieved Market Shares at Globalising World in Conditions of Small Open Economy (Toomas Danneberg)
- Lelov Reilika** MBA Globaalsete brändide arengutrendid kohalike brändide suhtes Eesti turul / Global Versus Local Brands and Future Development in Estonian Market (Triin Vihalemm)
- Lõiv Margit** MBA Kliendisuhete juhtimise arendamine AS Baltic Tours näitel / Development of Client Relations Management in AS Baltic Tours (Toomas Danneberg)
- Rommel Helve** MBA Eesti Toiduainetööstuse konkurentsivõime Euroopa Liidus / Competitiveness of the Estonian Food Industry in the European Union (Ülle Pihlak)
- Tõnismann Kristiina** MBA Organisatsiooni A ebaedu põhjuste analüüs ja edasine tegevuskava / The Reasons of Unsuccess of Company A and an Action Plan for the Future (Endel Oja)

- Tärnov Külle** MBA Interaction and Exchange of Information at Different Stages of Project Development and Consortium Forming in the Process of an EU Framework Programme Project Preparation (Paul Drath)
- Willberg Katrin** MBAAS Connecto äri võimaluste analüüs baltimaade telekommunikatsioonisüsteemide ehitus- ja hooldusteenuste turul / The Analysis of Business Opportunities of AS Connecto in the Construction and Maintenance Services Market of Telecommunication Systems in the Baltic States (Jüri Sakkeus)
- Vare Raivo** EMBA Transiidifirma turundusprotsessi arengu juhtimine (Pakterminali näite varal)/Administration of a Development of the Marketing Process of a Transit Related Company (on the Pakterminal's Example) (Erik Terk)
- Shmeljov Aleksander** EMBA Ehitusseadmete renditurg Eestis ja Kummer & Partner Eesti OÜ arengu strateegia valik/ Renting Market of Building Equipments in Estonia and Developing Strategy for Kummer & Partner Estonia Ltd (Kaur Andresson)
- Küngas Kalle** EMBA Convergence koos tegevust toetava majandustarkvaraga on eduka äri alus. AS FILTER näitel./Convergence with supporting economic software forms the bases of a successful business. (Mati Ruul)
- Maspanov Peeter** EMBA Terviklik ühistranspordi korraldus Harju maakonnas/Comprehensive Public Transport Management in Harju County (Madis Habakuk)

### **Chair of Information Technology**

**Cui Mengning** CMBA E-Learning in China (Ülo Kess)

**Ild Jane** MBA Kasutusmugavuse hindamise meetodite praktilise rakendamise tulemuslikkuse analüüs Hansapanga internetipanga Hanza.net näitel / Effectiveness analysis of the implementation of usability evaluation methods on the basis of Hansabank's Internetbank hanza.net (Marko Veerberk)

**Laane Rain** MBA IT teenuste sisseostupoliitika kujundamine Eestis / IT Outsourcing Policy Development in Estonia (Paul Leis)

**Viira Toomas** MBA Mõõdetud ja efektiivne IT juhtimine äriettevõttes / Measured and Effective IT Management in Business Company (Paul Leis)

**Ütsmüts Kairi** MBA Mobiilportaalid mobiilsideoperatori seisukohalt Radiolinja Eesti näitel / Mobile Portals by the view of Mobile Network operator on the Example of Radiolinja Eesti (Peeter Lorents)

## **Chair of Management**

- Saar Kaia** MBA Juhtimiskvaliteedi mõju ettevõtte tulemustele / Management Quality Impact to Company Results (Jari Kukkonen)
- Soone Vallar** MBA Müügiesindajate kaardripüsivust mõjutavad tegurid / Factors Influencing Salesrepresentatives Turnover (Ruth Alas)
- Lilleorg Leela** MBARegionaalse lennufirma alternatiivsete ärimudelite analüüs ja äristruktuuri põhialuste väljatöötamine AS Estonian Air baasil / Analysis of Alternative Business Models and Elaboration of Business Structure Fundamentals of a Regional Air Carrier Based on AS Estonian Air (Priit Karjus)
- Lindma Merle** MBA Ettevõtte AS Tallinna Vesi klienditeeninduse tegevuse strateegiline analüüs ja arengustrateegia välja töötamine / AS Tallinna Vesi Customer Service Analyses and Development Strategy (Priit Karjus)
- Mitt Raivo** MBA Järeltöödeldud puidu väärtusahela analüüs ja eritöötlemist nõudva materjali väärtustamise võimaluste aluste väljatöötamine (Priit Karjus)
- Parts Andres** MBA Enesehindamissüsteemi väljatöötamine AS Elcoteq Tallinn näitel / Development of Self-Assessment Method for Elcoteq Tallinn Ltd (Tiia Tammaru)
- Tamm Marika** MBA Ettevõtte BDA Estonia OÜ tegevuse strateegiline analüüs ja arengustrateegia väljatöötamine / BDA Estonia OÜ Analyses and Development of Strategy (Jüri Sakkeus)
- Tomberg Monika** MBA SA Põhja-Eesti Regionaalhaigla strateegia põhialuste väljatöötamine / Elaboration of Strategic Principals for North Estonian Regional Hospital (Priit Karjus)
- Tuul Margit** MBA Sooritusjuhtimise kontseptsioon Eesti tootmisettevõttes / Performance Management Concept in Estonian Manufacturing Company (Kiira Kure)
- Valk Margus** MBA Excellence 2005 - TQM mudel Stora Enso's / Excellence 2005 - TQM Model at Stora Enso (Tiia Tammaru)
- Väli Irene** MBA AS Haapsalu Kuurort enesehindamine Eesti Kvaliteediauhinna mudeli põhjal / Haapsalu Kuurort Ltd Self-assessment by using Estonian Quality Model (Tiia Tammaru)
- Lõuke Bert** MBA Letethermis ärimudeli väljatöötamine müügi teostamiseks Baltiriikides (Priit Karjus)
- Raud Toomas** EMBA Kriisijuhtimine AS Rain näitel/Crisis Management on the Model of Rain Ltd (Aino Siimon)
- Kastan Raul** EMBA AS Werol Tehased strateegia, arenguvalikud ja jätkusuutlikkus (Ivo Karilaid)
- Kõnn Kalev** EMBA Paroc Group'i strateegia Eestis/Strategy of Paroc Group in Estonia (Priit Karjus)

- Lehtmets Rein** EMBA Juhtimismudelite võrdleva analüüsimise teel sobivaima juhtimismudeli valimine ja rakendamise ettevalmistamine AS-s Marat/Selection and Implementation Preparation of Suitable Management Model in AS Marat Through Comparative Analysis of Management Models (Tiia Tammaru)
- Feng Jia Jackie** CMBA Human Resources Development - Analyze Effective Training Evaluation Methods (M. Zernand)
- Shang Jing Summer** CMBA The Competencies and Roles of Human resource Developer (M. Zernand)
- Peng Muqing Grant** CMBA Leadership Practices in Sales Managers Associated with Salesperson Service Attitude And Job Satisfaction - A Study of Auto Sales and Services in China (M. Zernand)

### **Chair of Accounting**

- Chen Lu Lisa** CMBA Chinese Accounting and International Accounting System (Lehte Alver)
- Zhao Hui John** CMBA The Actual State and the Future of Chinese Life Insurance Accounting System (Lehte Alver)
- Li Bing Peter** CMBA Chinese Professional Accounting System and Western Countries accounting System (Lehte Alver)
- Aruoja Andres** MBA Toimingupõhine kuluarvestussüsteem Lennuliikluse As-s/ Activity Based Costing at Estonian ANS (Jaan Alver)
- Branten Maret** MBA Kasumi mõõtmise teoorias ja praktikas / Measurement of Profit in Theory and in Practice (Jaan Alver)
- Eespõld Jane** MBA Oma aktsiate tagasiostu põhjused Eestis võrrelduna USA ja Suurbritanniaga / The Reasons for Stock Repurchase in Estonia Compared to US and Great Britain (Ago Lauri)
- Lugus Mariann** MBA Brändi väärtus - firma väärtuse oluline osa / Brand value as a Trigger to Company Value (J. Alver)
- Meos Kristel** MBA Privaatpangandus maailmas ja arenguvõimalused Eestis / Private Banking World Practices and Development Trends for Estonia (Peep Sillandi)
- Prümmel Ants** MBA Eesti firmade pankrotianalüüs aastatel 1999-2001 Altmanni pankrotimudeli abil / Analysis of Bankruptcy of Estonian Companies in 1999-2001 Using Altmann's Bankruptcy Model (J. Alver)
- Parring Teet** MBA Majandusliku lisaväärtuse (EVA) kasutamine finantsasutuste majandustulemuste mõõtmisel / Application of the Economic Value Added in the Performance Measurement of Financial Institutions (Jaan Alver)

**Rodi Katrin** MBA Eesti raamatupidamistoimkonna juhendmaterjalide võrdlev analüüs rahvusvaheliste arvestusstandarditega / Comparative Analysis of Estonian and International Accounting Standards (Lehte Alver)

**Sassian Priit** MBA Kasum. Mõiste ja selle kasutamine (Jaan Alver)

### **Chair of Economics**

**Li Nan** CMBA Problem with Anti-Dumping and Situation of China (Lauri Luiker)

**Wang Jingyang Jack** CMBA The Impacts on Chinese SOB After Entering into WTO and Development Strategies and Trends in the Future (Ago Lauri)

### **Chair of Social Sciences**

**Chen Ting Grace** CMBA Argumentum of "Countermeasure of Losing Talented Person in Enterprise" (Kiira Kure)

**Gao Xin Cindy** CMBA Project Team Performance Improvement (Kiira Kure)

**Huang Jiaqiang Sam** CMBA How to Improve the Working Efficiency Through motivation - On the Base of Tommorrow Publishing House (Kiira Kure)

**Böstrof Kaido-Paul** MBA Otsustamine äriettevõttes - teooria ja praktika (Fortum Termest AS näitel) / Decision Making in Business Enterprise - Theory and Practise (Example of Fortum Termest AS) (Anu Virovere)

**Maripuu Katri-Triin** MBA Organisatsioonisisene bränding: Brändi loomine läbi inimeste / Internal Branding: Creating Brand Through People (Anu Virovere)

**Parmsoo Triin** MBA Sotsiaalne vastutus ja seda kandvate programmide võrdlus organisatsioonides / Social Responsibility and the Comparison of Different SCR Programs in Organisations/corporations (Mari Kooskora)

**Jõgeva Virve** MBA Väärtused organisatsioonikultuuri alusena muudatuste läbiviimisel (AS Sunorek näitel) / Values as Key Factors of Organizational Culture in Process of Organizational Changes (focusing on AS Sunorek) (Anu Virovere)

**Uibo Kristel** MBAMüügipersonali valik ja müügitgevuses olulised isiksuseomadused AS Titanium Systems näitel / Selection of Sales Personnel and Essential Person's Qualities in Sales Activities. Example of Titanium Systems Inc (Anu Virovere)

**Kirs Kaia** MBA Human Potential index and its implementation in the strategical planning process of the company (Teemu Lehtonen)

## CONFERENCES ORGANISED AT EBS

The First International HRM Conference in Estonia "People Friendly Management" November 6, 2003, Tallinn, Estonia.

### Conference Program

09.00-09.10 Welcome

Academician Olav Aarna, Member of EBS Senate

Piret Põldre, PARE

Professor Ruth Alas, Estonian Business School

### Main session

Moderator Kiira Kure, Estonian Business School

09.10 – 09.55 "HRM in Europe: what HR specialists in the Access Countries need to know"

**Prof. Chris Brewster , UK, *Henley Management College*, Professor of International Human Resource Management**

09.55-10.30 Perspectives of the Global Career

**Prof. Henrik Holt Larsen, Denmark, *Copenhagen Business School*, Professor of Human Resource Management at the Institute of Organisation and Industrial Sociology**

Moderator Kiira Kure, Estonian Business School

11.00-11.35 Creating Synergies in HR: The Role of Line Managers

**Prof. Nancy Papalexandris, Greece, *Athens University of Economics and Business*, Professor of Human Resources Management and Vice-Rector of Academic Affairs and Personnel**

11.35-12.15 European HRM Clusters

**Prof. Ivan Svetlik, Slovenia, the *University of Ljubljana*, Professor of Human Resources and Social Policy and Head of the Organisations and Human Resources Research Centre**

13.15-15.0 Parallel sessions \*

Moderators:

Ruth Alas, Estonian Business School,

Kiira Kure, Estonian Business School,

Tõnu Kaarelson, Estonian Business School

**Leadership in Transformation – Between Local Embeddedness and Global Challenges**

**Dr. Ramona Alt, Germany, *Chemnitz University of Technology*, Department of Organisational Behaviour**

**Innovators or Interrupters? An Exploration of the Polemic on American MNCs and their HRM and Industrial Relations Practices in Ireland**

**Michael Morley, Assistant Dean Research and Senior Lecturer in the Kemmy Business School at the University of Limerick. Ireland**

**Knowledge Migration**

**Prof. Paul Iles, UK, *Teesside University*, Professor of Strategic HRM and Head of the Centre for Leadership and Organisational Change**

**Competitive Advantage of HRM in Europe**

**Dr. Eleni Stavrou-Costea, Cyprus, *Cyprus School of Economics and Management*, docent**

**Individual, Organisational and Work-Related Determinants of Employee Well-Being**

**Prof. Sinikka Vanhala, Finland, *Helsinki School of Economics*, Professor**

**The Cultural Dimension of Human Resources in Slovenia from the Perspective of Austrian Business**

**Prof. Josef Langer, Austria, the *University of Klagenfurt*, head of the Department of Sociology**

### **Ethical Aspects of Value-Based Relationships**

Madara Krūmina, the University of Latvia

Selected problems of organisational culture in the opinion of employees

**Prof. Ewa Gorczycka, Poland**, the *Technical University of Częstochowa*, Professor of Chair of Human Resources Management Unit

International reward and compensation in Chinese Multinational Enterprises

**Dr. Jie Shen, UK**, the *University of Manchester Institute of Science and Technology*, researcher

### **Performance Appraisal and compensation at the University of Tartu**

**Dr. Kulno Türk, Estonia**, the University of Tartu, the Institute of Management and Marketing, docent

### **Psychological contracts: as a source of work behaviour design and understanding**

**Liina Randmann, Estonia**, Tallinn Technical University Department of Humanities and Social Science, lecturer

### **Being Different and Feeling Organisational Culture Differently: Implications for HRM**

**Prof. Maaja Vadi, Estonia**, the University of Tartu, the Institute of Management and Marketing, Professor of management.

### **Workstress among Estonian Office Workers (longitudinal research 1997 and 2002)**

**Prof. Mare Teichmann, Estonia**, Tallinn Technical University, the Institute of Humanities and social sciences, head of the Chair of Psychology, professor.

**15.00-15.30 Coffee break**

### **Main session continues**

Moderator Kiira Kure, the Estonian Business School

**15.30 – 16.10 Challenges to the German Model of Employee Relations in the era of globalisation**

**Dr. Mike Geppert, UK, *the University of London*, Senior Lecturer of Management**

**16.10-16.55 No one can serve two masters – not even HRM!**

**How can HRM cope with conflicting and contradictory interests of different stakeholders?**

**Prof. Wolfgang Mayrhofer, Austria, *Vienna University of Economics and Business Administration*, Professor of Organisational Behaviour and Management**

**16:55-17:00 Conference concludes**

## CONFERENCES ORGANISED BY EBS

On November 21-22, at the Annual Conference of the Estonian Social Sciences researchers Ruth Alas arranged a section:

**“From a manager to a leader – the driving force of organisational changes”**

**Moderator:** Professor Ruth Alas, Estonian Business School, Head of of Chair of management.

### **Presenters:**

**Ruth Alas**, EBS, Management and leadership as a competitive advantage.

**Krista Tuulik**, EBS, International survey of top managers in Estonia

**Mati Ruul**, EBS, Prestige/authority in management

**Gerda Mihhailova**, TU Pärnu College, The efficiency of applying the styles of leadership at the Estonian production companies.

**Ene-Silvia Sarv**, TPU Institute of Educational Research, Knowledge management and the collective model of learning organisations (on the example of a school)

**Anu Virovere**, EBS, The relation of conflicts to emotional intelligence.

**Liina Randman**, TTU, A reversed management style – openness of an organisation to changes.

**The EBS 5th Alumni Conference on November 27, 2003, at the EBS Assembly Hall**

**“All that doesn’t kill makes strong. We’ll turn the failure into a success again”**

14.00 – 14.10 Rector’s greetings.

**Profesor Madis Habakuk**, EBS Rector

14.10 – 14.40 “How to create and keep up morale?”

**Aavo Kokk**, Eesti Päevaleht, General Director

The presentation was about Päevaleht, but also about Hoiupank and Eesti Ekspress. Thus he dealt with organisations that for one or other reason got into crisis and at the same time under the competitors’ pressure. In order to overcome the crisis clear strategic decisions had to be taken and the position of the company determined so that everybody could understand it in the same way. Thus a good and constructive attitude towards work was very important. But in order to achieve and keep it up it was necessary to establish a targeted management accounting system first and then reform the product development process.

14.40 – 15.00 “Behavioral economics or why wise people are sometimes making huge mistakes?”

**Prof. Jaan Ennulo**, EBS, lecturer

15.00 – 15.30 “What comes after reaching to the top?”

**Jüri Mõis**, AS Meta

The presentation was about career planning. Business people have setbacks, and falls on the career ladder are inevitable. The higher you rise, the deeper the falls that you have to prepare for. What are causes for the falls? How to cushion the likely setbacks and survive? How to find new targets on the career ladder? Which conclusions have I made from my rises and falls?

15.50- 16.20“Listen and experiment.”

**Peeter Rebane**, BDG Group, Member of the Board

- What led one subsidiary to bankruptcy?
- What did we learn from it?
- Did it make the competitiveness of BDG stronger or weaker?

16.20 - 16.50 “ The Helsinki clothes’ shop of Tallinna Kaubamaja in 1997-1998“

**Peeter Tohver**, Falck Eesti Chairman of the Board

When you walked along Kaisaniemenkatu in Helsinki in 1997, you could not overlook Tallinna Kaubamaja. Exactly at 10.00 on April 16, 1997 the ribbon was cut at the opening of the Helsinki subsidiary of Tallinna Kaubamaja, but the product lifecycle in Helsinki ended in the next year already.

The presentation of Peeter Tohver, Chairman of the Board of Tallinna Kaubamaja at that time, answered mainly to the following questions:

- Why was taken the decision of going to Helsinki, which were the objectives?
- How was the product launched onto the market?
- The summary of which mistakes were made and which losses the given decision brought about?
- Which were the lessons learnt?

16.50 - 17.00 Closing speech,

**Karel D. Loide**, Chairman of the EBS Alumni Foundation

May 15<sup>th</sup> Seminar – introduction of the book  
**R.H. Coase “COMPANY, MARKET AND LAW”**

Room 306, 3 Lauteri St., Tallinn,

Seminar Programme:

- 14.00            Opening speech, Olav Aarna, EBS professor  
14.10-14.20 Reasonable choices create new opportunities. Tauno  
                  Vanaselja, AS Sampo Pank, Director of the Commercial Banking  
                  Division  
14.20-14.50 The place of R.H. Coase in the contemporary economics.  
                  HardoPajula, EBS lecturer  
14.50-15.20 How expensive is using the market? Kaire Pöder, EBS  
                  lecturer of the Chair of Economics  
15.20-15.50 Problems of the optimal distribution of the rights in the  
                  Estonian Contract Law. Ave Hussar, Tartu University lecturer of  
                  the Institute of Private Law  
15.20-15.51  
16.00            Questions-answers

EBS and Sampo Pank supported the issue of the book and opening the  
lecture room

**Conference of the students' works  
In the Assembly Hall of EBS, at 10 o'clock on April 24**

**10:00**                      **Opening the conference**

**1<sup>st</sup>-2<sup>nd</sup> course**

10.00 – 10.15 **Kaido Tiigisoos** "Transhumanism and its psychological aspects" (J. Ennulo)

10.15 – 10.30 **Ella Jakobson** "Marketing, brand, social responsibility and ethics" (J. Palm)

10.30 – 10.45 **Helena Lorents** "Why do people help?" (J. Ennulo)

**3<sup>rd</sup>- 4<sup>th</sup> course and diploma papers**

10.45 – 11.00 **Marge Goldberg-Talts** "Income tax on legal persons' donations and presents in Estonia" (L. Lehis)

**Bachelor's theses**

11.00 – 11.15 **Raul Mill** "The possibilities of the two-column health insurance system in Estonia" (K. Pöder)

11.15 – 11.30 **Madis Jääger** "Alternative Treatments in International Accounting Standards" (J. Alver)

11.30 – 11.45 **Liis Roop** "Accounting in The Republic of Estonia in 1918 – 1940" (L. Alver)

11.45 – 12.00 **Annika Aasamets** "The Estonian accounting on its way to the European Union" (J. Alver)

**Master's theses**

12.00 – 12.15 **Daily Lehtmets** "Efficiency Considerations of Self-administered Surveys' Questionnaire Design" (Ü. Pärnoja)

12.15 – 12.30 **Marika Nurmeots** "The Analysis of Recognition and Measurement of Intangibles According to the IAS 38" (J. Alver)

**12.30 – 12.45**            **Jury is working (Sirje Keevallik, Jaan Alver, Tiit Elenurm, Kaire Pöder, Anna Laido, Maris Zernand, Lauri Leitorp)**

**13.00**                      **Announcement of the results and rewarding the winners**

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