



COS

CENTRE FOR ORGANISATIONAL STUDIES

Foundation José M. de Anzizu

CENTRO DE ESTUDIOS SOBRE LAS ORGANIZACIONES

Fundación José M. de Anzizu

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EDITORIAL

JOSÉ M. DE ANZIZU

It has been about a year since we communicated with COS friends and colleagues through this Newsletter. As became clear by the end of 1990, the resources of COS have mainly been concentrated on promoting and encouraging research and the exchange of ideas on a single topic. Mergers and Acquisitions was our area of interest in 1989 and 1990 and we are now focusing on the managerial problems of Eastern Europe. This was the subject of our 1991 Round Table which took place in Warsaw last June with the participation of twenty-five professionals including managers, consultants and academics from both the Eastern and Western European countries. A similar topic will be studied in Berlin next June. As with Mergers and Acquisitions, we are continuing our collaboration with EFMD in sponsoring prizes for writing cases on Eastern European Management.

My view, which is shared by the Board members, is that COS has successfully traversed the initial period of its existence and is becoming a small but meaningful institution with the goal of contributing to a better understanding of today's multicultural aspects of organisations.

At the same time, an informal network of professionals interested in our work is slowly developing as a logical outcome of our yearly meetings. The addition of such people as Gay Haskins as Board member and Max Boisot as Advisor will certainly be of great help in accomplishing our objectives in the near future.

In this Newsletter, you will find information about Round Table III, our publications and other complementary activities. We welcome your ideas, criticisms or suggestions.

COS INTERNAL ORGANISATION

Ms. Gay Haskins, Director General of the European Foundation for Management Development (EFMD), has accepted the petition of COS Board members to join our Board.

Max Boisot, former Dean of the China-Europe Management Institute (Beijing) and now Professor at ESADE (Barcelona) and Visiting Professor at Cambridge (UK) and Hong-Kong Universities has joined COS as Advisor.

COS Board is now formed by José María and Antonio de Anzizu (Spain), Gay Haskins (EFMD, Belgium), Penny Jones (Consultant, United Kingdom), David Parcerisas (EADA, Spain) and Sybren Tijmstra (EAP, France).

COS Advisors are Max Boisot (UK), Thomas Lupton (UK), Edgar Schein (USA), and Leopold Vansina (Belgium).

COS MAILING LIST

The total number of people who have shown an interest in COS and are, therefore, included on our «Active» Mailing List is 1013. This number is divided roughly into thirds for each of the three professional disciplines of academics, consultants and managers. The number of institutions is 90. The geographical distribution of these individuals and institutions is: Western Europe - 823, Eastern Europe - 108, North America - 97, Asia - 38, Central and South America - 28, Africa - 5, and other locations - 3.

The participants in our Round Tables have a special kind of link with COS and are our «ambassadors» in their countries. There are approximately 45 professionals (managers, consultants and academics) who have attended one or more Round Tables. Most of them come from Europe and the United States.

Following the suggestion of some of our advisors, we are now considering ways to develop even closer ties with them.

COS PUBLICATIONS

MERGERS AND ACQUISITIONS, ORGANISATIONAL AND CULTURAL ISSUES, 1990. Feature article by Prof. Ed Schein. (Working Document n.º 1.) On sale. (See Newsletter insert.)

MERGERS AND ACQUISITIONS, LEARNINGS FROM PRACTICE, 1991. Feature article by Dr. Leopold Vansina. (Working Document n.º 2.) Will be on sale in November. (See Newsletter insert.)

GOVERNANCE AND MANAGEMENT ISSUES IN EAST-WEST BUSINESS COLLABORATIONS. Feature article by Prof. Max Boisot and Ms. Susan Stern (Working Document n.º 3). In preparation.

COS III ROUND TABLE

COS Round Tables I and II (Barcelona 1989 and Louvain 1990) dealt with the topic of Mergers and Acquisitions. The III Round Table was devoted to «Management and Governance issues in East-West Business Collaborations» and took place in Mondralin, near Warsaw, from 15th to 19th of June 1991.

Mondralin is a Hotel and Training Centre located about forty kilometers outside Warsaw in a rural, wooded area. It was created in the twenties by a businessman who, at the same time, held a degree from The Sorbonne. He thought that scientific people needed a place to rest and be creative, therefore, he donated Mondralin (meaning «where the bright people meet») to the Academy of Sciences. It is now managed by the same public institution, under the name of «House of Creative Work». Several meetings, conferences and seminars are held every year in Mondralin.

Twenty-five experts were invited by COS to discuss the topic, under the chairmanship of Professor Max Boisot. On this page you will find a comment by Gay Haskins as well as the complete list of participants with their institutional affiliations. A Working Document based on the Round Table is now under preparation and it is expected to be published and distributed early in 1992.

COMMENTS ON COS ROUND TABLE III ON GOVERNANCE ISSUES IN EAST-WEST BUSINESS COLLABORATIONS

June 17-20th, 1991, Warsaw, Poland

by **Gay Haskins, Director General of EFMD, Belgium, and COS Board Member**

MONDRALIN'S MAGIC

I am sure that each of the 25 or so participants who came to Warsaw for the third COS Round Table came with his or her «hidden agenda». My own was very simple: I felt deeply tired and in need of relaxation and the company of some old friends. I met my own hidden agenda. But, as well, I came back enriched. And I can imagine that it was the same for everyone.

We were enriched by many things.

First, by the location: Mondralin. Although only a short drive from Warsaw, Mondralin provided pine forests, an unpolluted greenery, bird song and limited but good food —abundant white, brown and black bread— and a host of subtly disguised versions of ham! It was a far cry from the smoky bar of the Forum hotel in central Warsaw where we initially assembled.

Secondly, by the content and design of the programme. As chairman, Max Boisot's warmth, humour and flexibility ensured that we were all involved and very open —that it really was a «Round Table». As well, Max provided us with «Sportis», an interesting case study of a small private firm seeking to succeed in post-communist Poland. Sportis, and the participation of its founder, Thomas Holc and Sales Manager, Michal Syski, gave our discussions a foundation in reality —the best possible kind of starting point.

I am not sure how much we discussed the purported theme of the Round Table—Problems of Governance in East-West Inter-Organizational Relations —our discussions seemed so very wide-ranging! For instance, we learned from several managers of East-West Joint Ventures and discussed several different case studies and approaches. The discussions threw light not only on Poland, but on Hungary, Slovenia and the USSR as well. At times, perennial and universal issues came to the surface; the critical importance of people management was one example. But also, the difficulty for Eastern European businesses of doing what seems relatively straightforward in the West became all too apparent —profit and loss statements, for instance.

Difference, and similarity, was in fact a big part of the enrichment. We were managers, academics and consultants from ten different national cultures. But, with one exception, we were all Europeans. At the same time, half were from Central and Eastern Europe and half from Western Europe. There were those (particularly it seemed from Central and Eastern Europe) who fervently embraced capitalism and free-market economies. Others made mention of Germany's social market economy, and voiced support for certain elements of socialism. The rich diversity of backgrounds, experiences and perspectives gave a third and important source of enrichment.

I have not sought here to explain the wealth of topics, issues and conclusions of the Round Table. For this, we will all look forward to the report that Max Boisot and Susan Stern are preparing for COS Working Document N°. 3. But I hope that I have been able to illustrate a little of the magic of Mondralin —and of the third COS Round Table.

COS ROUND TABLE III PARTICIPANTS

José M. de Anzizu, Director General, COS; Prof. Anton Artemyev, LIMI, USSR; Janine Berg-Peer, Manager, EAP Berlin, Germany; Prof. Max Boisot (Round Table Chairman) ESADE, Spain; Marjan Cerar, Manager, Belinka, Yugoslavia; Prof. John Child, University of Cambridge, UK; Bob Garratt, Consultant, Hong Kong and UK; Gay Haskins, Director General, EFMD, Belgium; Thomes Holc, Director General, Sportis, Poland; Prof. Gyorgy Kaucsek, Institute of Labour Research, Hungary; Prof. Tom Lupton, EADA, Spain; József Menyhárt, Manager, Joint Venture Associa-

tion, Hungary; Joaquín Muns, Economist, Spain; David Parcerisas, Director General, EADA, Spain; Jan-Peter Paul, Manager, The Helsinki Institute, Finland; Prof. Jane Salk, Duke University, USA; Josip Skoberne, Manager, Chamber of Economy of Slovenia, Yugoslavia; Imre Spronz, Manager, Comasec Respirator Company, Hungary; Michal Syski, Manager, Sportis, Poland; Dr. Ian Turner, Henley Management College, UK; Manuel Vallejo, Manager, Nutrexpa Poland; Leopold S. Vansina, Consultant, Belgium.

1991 EFMD CASE COMPETITION

As in we did 1990, COS again collaborated with EFMD in sponsoring the European Case Writing Competition. We gave scholarships and awarded two prizes to the best cases dealing with *Eastern European Management Issues*. The COS winners were:

ISKRA POWER TOOLS

Robert C. Howard under the direction of **William A. Fischer** and **Per V. Jenster**

IMD, Lausanne, Switzerland
(1st Prize)

DINA YUGOSLAVIA 1990: THE SEARCH FOR A FOREIGN PARTNER

Thomas Cummings and **Christopher Martin** under the direction of **Yury Boshyk**

IMD, Lausanne, Switzerland
(2nd Prize)

The following cases also took part in the COS competition:

AFTER THE WALL: MARKETING GUIDELINES FOR EASTERN EUROPE

John A. Quelch, Erich Joachimsthaler and José Luis Nueno
IESE, Barcelona, Spain

CHAMELEON DESIGN

Dinah Bennett
Durham University Business School, Durham, UK

CHALLENGE AND RESPONSE IN POST-COMMUNIST POLAND: THE CASE OF SPORTIS

Max Boisot
ESADE, Barcelona, Spain

FURNEL INTERNATIONAL LTD.

Andrzej K. Kozminski
Warsaw University, Warsaw, Poland

IKARUS

Terry Garrison
Henley, The Management College, Henley-on-Thames, UK

RENAULT SKODA VOLKSWAGEN

Jacques Hermant
ESC Nantes, Nantes, France

REDLAND PLC

B. Kenny and E. C. Lea
The Polytechnic of Huddersfield, Huddersfield, UK

ROBERT KRUPS GMBH & CO. KG: MARKET ENTRY INTO EAST GERMANY

Stein Bleivik under the direction of Erich A. Joachimsthaler

IESE, Barcelona, Spain

SLAVIA ART BOOKS

Paola Dubini
SDA Bocconi, Milan, Italy

COS will again sponsor scholarships and prizes in the 1992 EFMD CASE Writing Competition. The topic will be «Transition Management in Eastern and Central European Organizations». Academics on our mailing list will receive notification of rules and deadlines prior to the competition.

OTHER 1991 ACTIVITIES

* **LIBRARY.** Due to an insufficient number of subscribers, we decided to delay the «Library Services» mentioned in our last Newsletter.

On the other hand, COS contacted the main Barcelona Business Schools and Universities offering their professors and students the use of the library. One of these Schools, EADA, has offered to help us catalogue our publications for easy reference and a system is now being developed.

* **VISITS.** Professors Irene Young (UK) and Zdenek Dytrt (Czechoslovakia), spent some days in Barcelona invited by COS. They visited the main Management Training Institutions and gave conferences at IESE, EADA and ESADE.

We were also visited by Prof. Anton Artemyev of LIMU (USSR) and Olga Vasilieva a Latvian consultant and by two students from ESC Lyon doing research on Spanish Mergers.

* **REGULAR CONTACTS.** Are being developed with a number of institutions. Among them: IODA, EGOS, Managers Without Borders, Bulgarian Institute for Entrepreneurship, Institut für Organisation (Munich University) and EFMD.

* **CHAD PROJECT.** We have continued giving some financial help to the training and development of some Chad natives who are involved in the management of a carpentry project taking place in the Kyabé area of the Republic of Chad. This project is sponsored by INTERMON and coordinated by Father Ignacio de Anzizu, S. J. On occasion of I. de Anzizu's visits to Spain, we are recording his impressions on the change process taking place in the area.

LIBRARY

COS is building a library of magazines and journals specialized in organisational matters which now contains approximately 30 publications. We are also making available the information collected in preparation for the Round Tables as well as papers presented in some international conferences.

Those on our mailing list, their colleagues as well as professors and students of any institution that have an interest in the field are welcome to visit us and to consult these publications.

The Library is usually open during office hours but we recommend making an appointment by phone (412-34-32) before visiting us.

If you are interested in your publications, please, fill out and send the enclosed form