



**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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## **NEWSLETTER No. 7 — October 1993**

### **FOREWORD**

JOSÉ M. DE ANZIZU

*In this Newsletter we have summarised COS's main activities during the first three quarters of 1993. As you will see, we are expanding our scope but still concentrating our activities on the study of a given topic of interest for those working in the area of human organisations. Issues around innovative, future-oriented organisations were behind our yearly meeting (this year, exceptionally, a larger one than the typical Round Table format) as well as a number of lectures, our collaboration with the EFMD in the Case Writing Competition and also the Harald Burmeister Scholarship for case writing.*

*Innovative, future-oriented organisations will continue being our main area of interest during 1994, a year it seems that will not be an easy one for many western businesses and institutions. With the help of an increasing number of individuals who give their collaboration and support to COS, we hope to be able to continue organising activities which are meaningful and also practical in the field of organisational studies.*

*In this Newsletter you will find:*

- \* A report on our 1993 Conference on «Organisations of the Future» by Ellie Ferguson.
- \* A report on other 1993 activities by Nicky Davies.
- \* Results of the 1993 EFMD Case Writing Competition and the Harald Burmeister Scholarship.
- \* First Announcement of our 1994 Round Table (5, 6 & 7 June 1994, The Netherlands).

### **FORTHCOMING COS ACTIVITIES**

**December, 1993.** Publication of our third book: «EAST WEST BUSINESS COLLABORATION - The Challenge of Governance in Post-Socialist Enterprises». Editor: Professor Max Boisot. Publisher: Routledge.

#### **1994**

- \* 5, 6 & 7 June at the University of Nijmegen, The Netherlands. **VI COS ROUND TABLE ON INNOVATIVE ORGANISATIONS.** Participation restricted to 25 professionals.
- \* **EFMD Case Writing Competition:** COS will again collaborate by offering a prize in the category, «Innovation in Organisational Structures, Systems and Processes».
- \* **Harald Burmeister Scholarship** for case writing on the above topic.

**SEE INSIDE FOR FURTHER DETAILS**

## ORGANISATIONS OF THE FUTURE – ASSUMPTIONS AND HYPOTHESES

COS CONFERENCE, JUNE 10-12 1993, COLLBATÓ (BARCELONA)

by *Ellie Ferguson*

In Newsletter No. 6, José M. de Anzizu wrote of 1993 as a «transition year for COS» and the end of the first five-year period of existence of the organisation was marked by a very different kind of annual conference.

During its first four years, COS held annual Round Tables, to each of which was invited a small group of academics, managers and consultants, known to have specific interest in, and involvement with, the theme under discussion. Efforts were made to ensure an even distribution of the three professions, so that practical and theoretical viewpoints could be discussed and experiences shared.

In 1993, the conference was held at Collbató, the training centre of the Barcelona business school EADA, idyllically situated in the foothills of Catalonia's holy mountain, Montserrat. A new format was used: the conference was divided into two sections. The first part, lasting from the evening of Thursday 10th June until the evening of Friday 11th June, was an «open» meeting with almost fifty participants from eighteen different countries.<sup>(1)</sup> Former COS participants were invited to attend but the gathering was opened to paying participants, who responded despite the economic crisis. The second session, on the morning of Saturday, 12th June, was limited to previous Round Table participants.

The theme for the first part of the conference was *«Organisations of the Future – Assumptions and Hypotheses»* and, after a general introduction by José M. de Anzizu on the development of COS and an address by the conference chairman, David Parcerisas of EADA, those present split into four groups, led by four former COS contributors, to discuss different aspects of the topic.

Group One, led by **Max Boisot**, professor at ESADE (Barcelona) and Cambridge, focussed on *«Networks Versus Firms: The Governance and Strategy of Organisations of the Future»*.

While it was relatively easy to arrive at a working definition of a network – a rather loose, decentralised organisation, concentrating on added-value creation and functioning on the basis of the high level of trust among members – it was much more difficult to draw conclusions on many of the inherent contradictions of such groupings, their positive and negative value and the management problems posed by them. How is a leader to be determined? How are goals to be set? How are members to be motivated when, at times, the behaviour required to attain the purposes of the association limits their individual creativity? Will networks undermine the stability of society, or at least require a highly stable social situation to underpin their essential impermanence?

**Richard Holroyd** manages Colman's, the food division of Reckitt & Colman in the UK. The theme for his group was *«Learnings and Implications of Japanese Organisational Practices for Western Companies»*.

Japanese training methods are based on the concept of incremental learning. Gradually each employee moves through the company, slowly building knowledge and experience. His commitment to the company is unconditional and he aims for continuous improvement. His reward is life-long employment in a disciplined, team-oriented workforce led by managers prepared to drive the change process.

It was felt that, rather than viewing the Japanese as an intrinsically superior threat, Western management should analyse and evaluate their techniques, which might then reveal themselves as being of limited application especially in certain industries, such as fashion, avionics or pharmaceuticals, where quantum learning was essential.

In 1992, **Ian Turner**, professor at Henley Management College and LIMU, St. Petersburg, was Academic Chairman of the Round Table on «Transition Management in Eastern and Central European Business Organisations». Pushing this topic ten years into the future, Dr. Turner's group discussed *«Organisations in Post-Communist Societies 2003»*.

Following the acceptance of certain assumptions as to the development of these societies which would determine organisational shape, the group decided that the transition to more market-oriented economies would depend on four shifts – ideological, legal, structural and managerial – and the progress of these shifts was examined in the countries represented – Hungary, Poland, Georgia, China, Slovenia and Russia.

While it seemed probable that a «Western» model would be followed, the challenge was seen to be the development of a new type of organisation, drawing on features of existing organisational structures worth retaining while incorporating relevant characteristics of market economies. This synergy had yet to emerge.

Group Four, under the title *«Human Resource Management in a Knowledge/Competence Based Society»*, discussed the impact on the individual and on society of changing work patterns. Their leader was **Lee Vansina**, Associate Professor at Leuven and Chairman of IOD, an international consulting institute.

(1). 17 of the participants were Academics, 13 Consultants and 18 Managers. They came from the following countries: Belgium (1), China (1), Denmark (1), France (3), Georgia (1), Germany (4), Hungary (2), India (1), Ireland (1), Nepal (1), Poland (1), Russia (3), Slovenia (1), Spain (11), Sweden (1), The Netherlands (5), UK (10), USA (1).

Although different national cultures might arrive at different means of adaptation and survival, flexibility seemed a key concept; the flexibility of knowledge-based organisations to adapt to an increasingly turbulent environment and to shed or contract employees as economic shifts dictated, and the flexibility of individuals to survive within such organisations. Certainly the economic and human costs of such flexibility would be immense, and the meeting of them a major task for the organisations themselves or for society at large.

Leaders had to be trained who would ensure organisational survival while human relations departments would have to contribute more to the management of organisational change and to the continuity of the development process.

At a final plenary session chaired by **David Parcerisas**, a rapporteur from each group presented its findings. These rapporteurs – **José Luis Álvarez**, Professor at IESE (Barcelona), **Joaquim Tena**, Professor at Pompeu Fabra (Barcelona), **Anton Artemyev**, Consultant at Siar-Bossard (St. Petersburg) and **Tom Lupton**, former Dean of Manchester Business School – will also assist in the preparation of a subsequent publication.

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Former COS associates re-assembled on the morning of Saturday, 12th June, to turn their attention to a concrete example of an organisation of the future, or at least the future of an organisation. **Penny Jones**, a London-based consultant and COS Board Member, chaired an informal exchange of views on the direction in which COS should move. While few conclusions were drawn, a certain consensus was apparent with regard to short-term, clearly defined questions.

It was thought that the next annual event would be a Round Table, pursuing the theme of «Organisations of the Future» by studying two companies in depth. Whether these should both be firms at the cutting edge of organisational exploration, or whether one should be a more traditional organisational structure which had managed to endure (one suggestion here was the Vatican!) was not decided.

In general terms, it was agreed that a visit to the company to be studied (as arranged at the Round Tables in Mondralin and Potsdam) was an excellent start to a Round Table gathering. The subject was then «in» the conference, as opposed to the conference being «about» the subject and the shared experience focussed ideas, broke down barriers and provoked discussion.

It was also agreed that a heightened visibility of COS was desirable. While attendance at a Round Table was a stimulating and fruitful experience for those involved, findings should be disseminated through high-quality publications. Some of those present favoured the deliberate creation of a global COS network around a core group with occasional conferences to draw in the periphery. In contrast, it was proposed that, since funds were limited and funding uncertain, it might be best to identify a niche area where COS could add value without heavy financing, i.e. matching strategy with resource. Another suggestion was to hold half-day meetings in different countries on re-structuring experiences, leading to the publication of papers.

The question of COS funding was also discussed. It was commented that disinterested funding, whether from an organisation or an individual, would be more likely to allow the organisation to define its own aims and activities. José M. de Anzizu reminded those present of the original, if evolving, aims of COS – «encouraging and developing projects, encounters, conferences and research in the area of organisational studies, whilst keeping in mind the intercultural and interdisciplinary issues involved, as well as the need to link theories about human organisations with their practical applications» and repeated his suggestion of continuing co-funding with the help of contributions from a few selected external sources.

The questions raised were left open and COS would be delighted to receive relevant ideas.

*Ellie Ferguson is a graduate linguist who has an inside knowledge of COS activities, having worked as Executive Assistant from September 1991 until September 1992. She has recently moved to Portugal and we would like to take this opportunity of wishing her every success in the future.*

## MAILING LIST

The mailing list of individuals and institutions interested in regularly receiving information on COS activities is gradually increasing. It is mainly comprised of academics, consultants and managers and now numbers 1371 of which 947 are from Western Europe; 249 from Eastern Europe; 108 from North America; 22 from South America and 45 in the rest of the world. Information is sent free of charge; if you know anyone who may be interested in receiving up-to-date information, please ask them to contact us at: COS, Lauria, 27, pral. 08009 Barcelona, SPAIN. Tel: (+34-3) 412 34 32; Fax: (+34-3) 301 84 39.

## LIBRARY

COS subscribes to a variety of business magazines related to organisational matters.

This year two students: **Katrin Johansson** and **Anna-Karin Malm**, from Linköping in Sweden who were on an exchange study programme with EADA, Barcelona, used the library for study matter for their thesis which they have recently completed entitled «Culture – An Important Factor in the Integration Process of International Mergers and Acquisitions». A copy is available in the COS library for consultation. We wish them every success for the future.

The library is open to anyone who has an interest in organisational matters or who wishes to consult a specific publication. Please telephone COS: (+34-3) 412 34 32 to check library opening hours or to make an appointment.

## PUBLICATIONS

As well as the two Working Documents from previous Round Tables already published («Mergers and Acquisitions: Organisational and Cultural Issues» and «Mergers and Acquisitions: Lessons from Experience»), COS's third book «**EAST WEST BUSINESS COLLABORATION – The Challenge of Governance in Post-Socialist Enterprises**» (edited by Professor Max Boisot) is due to be published by Routledge in December 1993. Please contact COS after this date for further details if you would like to purchase a copy.

## LECTURES

Two lectures have taken place since the last COS Newsletter, both of these at major Barcelona business schools.

On 16 December 1992 **Marimar Torres** spoke at ESADE. Marimar is part of the famous Spanish Torres wine company. She spoke about Torres wines in the US and her personal experience in successfully developing an idea in the field of organisational management. The interest generated by this was reflected by the large number of people who attended. Using slides, Marimar expounded on her childhood in the midst of the wine trade; her father's and brother's influence; her studies and finally her move to the US where land was purchased in California to set up her own wine business. She has not forgotten her Spanish roots however, having published two cookery books, one on Spanish wine and food and the latest on Catalan cooking. Afterwards, there was a wine tasting session of Marimar's Californian wine. Marimar was later interviewed by several newspaper and radio journalists and articles were subsequently published in the press. A video of this seminar is available in the COS library.

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On 15 February 1993 **Derong Chen** gave a fascinating seminar at EADA on The Evolution of Management in China and explained China's recent rapid economic growth. This reflected the enormous amount of research and first-hand knowledge of her subject. Derong has recently completed her PhD entitled «The Contract Management Responsibility System in China – An Institutional Interpretation» at Aston University, Birmingham, UK (for which COS provided financial support) and which can be consulted in the COS library. A video of this seminar is also available in the COS library.

## EFMD CASE WRITING COMPETITION 1993

Since 1990 COS has collaborated with EFMD (European Foundation for Management Development) in the Case Writing Competition. This year COS offered the prize in the category «Innovations in Organisational Structures and Processes». Fourteen cases were presented in this category and the Jury unanimously decided to award the prize to Professors **Michael Stanford** and **Michael Cliff** of IMD, Lausanne, Switzerland, for their case on **CARNAUDMETALBOX, S.A. – THE SUTTON FACTORY, SUSTAINING SUCCESS**.

The other cases were the following:

**REFLOTRON** (COS finalist) by Joyce Miller and Mary Rose Greville of IMD, Lausanne, Switzerland.

**ROYAL KNP IN 1992** by Georges Romme, Rijksuniversiteit Limburg, Maastricht, The Netherlands.

**MANAGING A NETWORK INNOVATION IN A STANDARD-DRIVEN INDUSTRY: THE CASE OF HIGH-DEFINITION TELEVISION** by Francis Bidault and Kimberley Bechler, IMD, Lausanne, Switzerland.

**CHANGE AND CONTINUITY: A CASE STUDY OF CELLULAR MANUFACTURING AT AD JETFIELD**, Helen Alford, University of Cambridge, UK.

**PROMATEM** by Silvia Bagdadi, SDA Bocconi, Bocconi University, Milan, Italy.

«**TUCHENHAGEN**» by Giuseppe Delmestri, SDA Bocconi, Bocconi University, Milan, Italy.

**MIDLAND BANK DISTRICT SERVICE CENTRES** by Angela Lauener and Richard Bertram, Sheffield Hallam University, UK.

**PARC TAULI CONSORTIUM HOSPITAL** by Krishna Kumar and Manel Peiró, Indian Institute of Management, Lucknow, India.

**AMADEUS 1992** by Carlos de Pommes and Mel Horwitch, Theseus Institute, Sophia Antipolis, France.

**SME SOCIETA' MERIDIONALE FINANZIARIA** by Lucezia Songini, SDA Bocconi, Milan, Italy.

**SPAIN'S SMALL ELECTRICAL APPLIANCE (SEA) INDUSTRY** by Miguel García Gosálvez, ESADE, Barcelona, Spain.

**BUSINESS VALUE OF INFORMATION TECHNOLOGY: THE COMPUNET CASE** by Tawfik Jelassi, INSEAD, Fontainebleau, France.

**STRATEGIC CHANGE IN AIR RIANTA** by Jim Whyte, Dublin City University Business School, Ireland.

### The winners in the other categories were:

Sandra Vandermerwe and Marika Taishoff (both of IMD, Switzerland) in the «Management in Services» category with the case «CIBA-GEIGY ALLCOMM: MAKING INTERNAL SERVICES MARKET DRIVEN». Prize sponsored by EADA, Spain.

Juan Roure (IESE, Spain) and Ivor Morgan (Babson College, US) in the «Quality Management» category with the case «BEKAERT». Prize sponsored by University of Bradford Management Centre (UK).

Inger Boyett and Donald Finlay (both of University of Nottingham, UK) in the «Entrepreneurship» category with the case «THE UK'S EAST MIDLANDS COMPANY OF THE YEAR – STATE FINANCED SECONDARY SCHOOL». Prize sponsored by Durham University Business School (UK).

Vijaya Sarathy (at that time at Nijenrode University, The Netherlands) in the «Human Resource Management» category with the case «ALPHA PHARMA BV». Prize sponsored by CPA, Paris (France).

S. David Young (INSEAD, France) in the «Transition Management in Central and Eastern Europe» category with the case «VIDEOTON». Prize sponsored by IESE (Spain).

These cases may be available in the institutions mentioned above. Any requests should be sent directly to these institutions.

### HARALD BURMEISTER SCHOLARSHIP 1993

This Scholarship was created by COS to honour the memory of Professor Harald Burmeister who died of cancer in Barcelona in 1985.

The judges (Professor Tom Lupton, nominated by EFMD, and Professor Pedro Nueno and José M. de Anzizu from COS), met on the COS premises on 10th March 1993 to review the applications which had been received from Belgium, Hungary, Ireland, Poland, Spain and Russia.

They unanimously considered that the projects for the cases «THE DELCO CHASSIS CASE» (Professors Salvador Carmona Moreno and Hanno Roberts, University Carlos III, Madrid, Spain) and «STEEPLER» (Ms. Tatjana V. Shechkova, Moscow International Business School, Russia) were of equal quality and both deserved the scholarship. It was therefore decided to divide the amount of ECUs 2,000 equally between them.

The judges also decided to mention specifically the case «MULTIASISTENCIA» by Professor Luis M. Huete, IESE, Barcelona, Spain, as being of a very high quality but which concerned topics not completely related to the area of interest for 1993.

Finally, they wished to thank and congratulate all applicants and expressed the hope that they continue entering the Harald Burmeister Scholarship competition in coming years.

Similarly, in 1994 COS will again offer the Harald Burmeister Scholarship to cases on the topic «Innovations in Organisational Structures, Systems and Processes». This will also be the category for the prize sponsored by COS in the 1994 EFMD Case Writing Competition. The deadline for projects of cases to be presented for the Harald Burmeister Scholarship is 31 January 1994. Please contact COS if you would like to receive further information on this Scholarship, although it will automatically be sent out to Academics on our Mailing List.

### CONFERENCES

The Global Management Development Forum organised by the EFMD and Interman (International Management Development Network) took place in Sitges, Barcelona, from 13-16 June 1993, shortly after the COS conference. The magnificent setting (Hotel Gran Sitges, Aiguadolç, Sitges) together with the hot weather added to the sparkle of the plenary and parallel sessions. The variety of interesting subjects on offer meant those attending were spoilt for choice. A particularly interesting and different angle was given by Donna Burnett and Kim James from the Cranfield School of Management (UK) on «Enhancing Managerial Effectiveness Through Radical New Approaches» – how body-minded psychology can assist innovation and performance.

A daily newsletter was published: «The Sitges Sun» with comments and news on the day's events.

The Gala Dinner in the impressive Pedralbes Palace in Barcelona with typical songs gave the final touch to a well-organised conference. The overall impression received was that both speakers and observers had thoroughly enjoyed it. They left, having exchanged ideas and opinions, as well as having made many new contacts.

The Business Driven Management Development 1994 EFMD Annual Conference takes place in Copenhagen, Denmark from 10-12 June with an optional prelude at the Mil Campus Klippan in Southern Sweden from 8-10 June. Further details can be obtained from Liliane Gaspari, 1994 EFMD Conference Manager, EFMD, 40, rue Washington, 1050, Brussels, Belgium. Tel: (+32-2) 648 03 85, Fax: (+32-2) 646 07 68.

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The 11th international SCOS (Standing Conference on Organisational Symbolism) conference on «Organizations and Symbols of Transformation» took place at EADA, Collbató (Barcelona province) from 27-30 June 1993. There were many participants from all over the world. José M. de Anzizu presented a paper at one of the plenary sessions on «Spanish Organizations: Between Tradition and Transformation». COS sponsored a concert on the last day given by a choir from the village of Castellterçol who sang traditional Catalan, as well as international, songs.

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In May 1993 José M. de Anzizu was invited to give a lecture at the University of Liberec (Czechoslovakia) in the Economics Faculty which was attended by approximately sixty students and professors. He gave a presentation on the development of Spanish business firms during the period 1970-1993. Professor Zdenek Dytrt chaired the long and interesting question and answer period which followed the presentation.

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The eighth IODA (International Organization Development Association) conference on «Capacity Building in Developing Countries» takes place in Cape Town, South Africa from 25-28 October 1993.

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The ninth IODA conference on «Organizational Health and Ecology (OD Beyond Excellence)» will take place in Barcelona from 18-22 September 1994. APDO (Association of Professionals for Organizational Development) is actively involved in organising this. COS will also help with some organisational aspects. Further information can be obtained from Roser Llop, APDO, C/ Valencia, 254, pral., 08007 Barcelona, SPAIN. Tel. (+34-3) 487 53 63; Fax: (+34-3) 488 15 78. Secretariat: 4 p.m - 6 p.m. weekdays.

# **COS 1994 ROUND TABLE ON INNOVATIVE ORGANISATIONS**

## **Preliminary Information**

Preparation is now under way for our 1994 meeting which will again be a small Round Table with a maximum of 25 participants.

The idea is to discuss two or three cases of very innovative and future-oriented firms, thereby following up in reality some of the concepts developed in our 1993 Conference on Organisations of the Future - Assumptions and Hypotheses.

The location will be Nijenrode University, Amsterdam, The Netherlands, on 5, 6 and 7 June 1994.

In order to meet the costs of organising this event we will ask for a financial contribution, plus accommodation. A limited number of scholarships will be offered.

Participants are expected to be professionals: managers, academics or consultants, who are currently working in this field. A selected mailing will be sent out early in 1994. Please contact COS if you are interested in receiving further information on this Round Table.