

*How CEE management
development institutions are
measuring up to new performance
demands and challenges in terms
of research*

CEEMAN 18th ANNUAL CONFERENCE ,
Naples 2010

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Robert Frost : 'The road not taken', 1921

*Two roads diverged in a yellow wood,
And sorry I could not travel both
And be one traveler, long I stood
And looked down one as far as I could
To where it bent in the undergrowth;
Then took the other, as just as fair,
And having perhaps the better claim,
Because it was grassy and wanted wear;.....*

The crucial challenge

- Frost beautifully describes the challenge that researchers from CEE face in terms of ways to develop good research
- shall we focus on developing our own theories („CEE theory of management”), and our local journals and conferences, or try to compete within established Western institutional frameworks and test mostly existing theories („Theory of management in CEE ?”)

Dilemmas and challenges

- Both roads are scientific endeavours but have different implications
 - The first road (CEE theory of management) would emphasize the unique history, culture, contingencies of CEE countries. It would be generalizable only in our context, published mostly in our languages, and in a sense interesting mostly to us and world scholars focusing on problems and developments of our region
 - The second road (theory of CEE management) would mean applying established Western theories - testing and revising them. It would also mean a need to publish mostly in established journals, follow established conventions and utilize established by Western scholars institutions (eg. conferences, journals)

The first road

- That was the road the US has taken since the beginning and therefore most of the modern management theories are US context-based
- We also took partially this road during last years and have several achievements :
 - New journals were created in CEE countries and emerging economies (e.g. Baltic Journal of Management, International Journal of Emerging Markets) regionally, and in each country – some published in English, some in local languages
 - Streams of research were undertaken and published in each country on transformation and change, entrepreneurship etc.
 - Local and regional scientific associations emerged and have their annual conferences (CEEMAN is a good example) and workshops devoted to emerging economies became a norm at international conferences (EIBA, EURAM etc.)

The first road

- In this respect I think we score pretty well and build good institutional environment for further research within the region.
- There are however main problem with this road:
 - Associations are not part of larger network (we are not 'chapters' but stand alone associations);
 - we are off the main stream of global research which means limited interest of Western scholars in these research unless we do something very innovative;
 - we do not count in global share of published science articles and citations.

The second road

- The second road is more difficult and challenging because it means:
 - Systematically submitting papers and panel proposals to the most important, annual conferences – both in general management and in particular disciplines
 - Publishing in top journals published in English (AMJ, AMR, ASQ, JIBS, MS, OS, SMJ, ETP) and/or B class journals
 - Following the conventions of current scientific practice which means mostly deductive, quantitative papers based on existing theories (e.g. RBV in strategy, institutional theory, TCE, OLI and LLL in IB) , large databases and sophisticated statistics
 - International training and collaboration with senior scholars from Western schools

The second road

- We did not score well in this respect:
 - Scholars from CEE do not participate often in well established conferences (EIBA, AIB, EURAM, SMS etc);
 - We do not publish often in A or B class journals (by my count we had only a handful of publications in management A class journals)
 - We do mostly qualitative research that are difficult to publish in top journals,
 - We have limited and mostly institutional-educational, not institutional - research oriented collaboration with good Western schools,
 - Many young scholars that made their Ph.D. in the West stay there and publish there

The second road

- In effect we score badly in rankings
 - in Shanghai Jiao Tong University ranking of research institutions (none in top 100 in economics/management; 5 universities in top 500 – two from Russia, two from Poland, one from Slovenia)
 - in Thompson Reuters National Science Indicators (Web of Knowledge) that track articles published in 12000 internationally recognized journals in terms of number of papers, total citations and citations per paper (only Russia is in top 20 countries thanks to hard science research)

Which road to take in the future?

- Things are as they are: I do not think we have to much choice and we should try to follow both ways simultaneously trying to achieve two objectives:
 - to develop more integrated approach to particularities and contingencies of CEE economies and management
 - to become part of world research community as Chinese are doing (they focused on output and now they are focusing on impact and influence – they increased their output to 20% of world research output)

Which road to take in the future?

- What can we do in order to better face research challenges within financial limitations that we face?
 - CEEMAN can play very important role but only if there is concerted effort of leading members
 - We should focus our efforts on developing country based and regional based (qualitative and quantitative) **databases** in few areas that are 'hot topics' in modern management research (entrepreneurship, development of new MNCs, Internet-based strategies etc.). An example can be panel databases of listed companies
 - These databases could become a resource for cooperation between young and older scholars from CEE and publishable research that can focus on „CEE theory of management”

Which road to take in the future?

- In order to develop „the theory of CEE management” we should establish „institutions”
 - a CEEMAN led research projects funded by EC in cooperation with few leading European institutions
 - a stable panel of respected Western scholars that would cooperate on research based upon these databases
 - a panel of respected Western scholars of CEE origin that would cooperate on research based upon these databases
 - panels and PhD tutorials for scholars from CEE at leading conferences,
 - Participate and/or propose Special Issues of leading journals in cooperation with Western scholars

Final thoughts

- Research became mostly team-based and international effort – we are well positioned to participate but we must have valuable and scarce resources to offer.
- Research became expensive - if they are not generously funded (like it happens in China) it is very difficult to deliver results. And they are not well funded in CEE hence we must seek EC funding.
- Research and publications are very competitive markets – we need strategy and execution to improve our record in the next decade