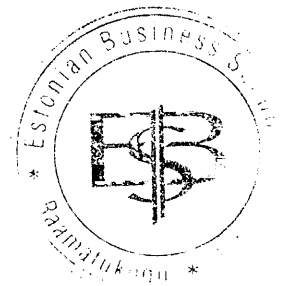


**ESTONIAN BUSINESS SCHOOL**

# **ANNUAL REPORT**

**OF RESEARCH ACTIVITIES IN 1999**



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**2000**

## **FOREWORD**

The current Annual Report of research activities at the Estonian Business School is a new undertaking. Over the past four years, the Department of Research and Development has been compiling the manuscripts “Scientific Activities” (“Teadustegevus”) that were actually collections of some papers presented at the methodical-scientific conferences of EBS. The present Annual Report has been designed by the Centre for Baltic Studies and it summarises research in all branches of the scientific activities of the EBS.

Sirje Keevallik  
Editor  
Learned Secretary of EBS-CBS

## **CENTRE FOR BALTIC STUDIES (EBS-CBS)**

The Centre for Baltic Studies of the Estonian Business School began its activities in the middle of 1999. Its main task is to organise scientific activities of necessary quality and scope at EBS that is a university-level study and research centre. The profile of Estonian Business School and the present research of the faculty and students are the primary guidelines in planning research activities by CBS. On the other hand, there are plans to broaden the existing themes considerably.

The Centre for Baltic Studies is led by **Peeter Lorents** (PhD) and Learned Secretary **Sirje Keevallik** (PhD).

The main objectives of the Centre for Baltic Studies are:

- carrying out scientific research
- creating and developing scientific contacts
- organising scientific activities
- organising the publication of scientific materials
- organising doctoral studies

In addition, one of the main objectives of the Centre for Baltic Studies is to prepare the speciality of Administration of Information Technology (IT) and to launch the programme in 2000.

The plans for research have been created for a longer time period and they foresee research in the following areas:

### **1. ON THE BASIS OF THE CENTRE FOR BALTIC STUDIES**

On Information Technology (Head of the Working Group Academician **Enn Tõugu**)

- Electronic Commerce
- Info-technological Facilities of Simulation of Macroeconomic and Demographic Processes
- A System of Fundamental Ethical Problems of the Info-society

On Socio-economic Processes (Head of the Working Group Dr. **Juhan Sillaste**)

- Processes in the Baltic States Related to Euro-integration
- Social Stratification in the Baltic States

- Modification of the Social Structure in the 1990-s
- Labour Market in the Baltic States in 1989-2000
- Formation of the Elite in Estonia

Note: Kaliningrad is also dealt with alongside the Baltic States

On Security and Social Stability (Head of the Working Group Professor **Peeter Lorents**)

- Main Characteristics, Criteria and Factors of Internal Security
- Security of the Baltic States in the Context of Geopolitical Aspirations of Other States and Associations of States

## 2. ON THE BASIS OF THE CENTRE FOR BALTIC STUDIES AND EBS

On Environmental Issues

- Regional Climate Resources and their Variability (Dr. **Sirje Keevallik**)
- Mathematical Modelling of Energy Consumption (Professor **Toomas Täht**)

On Social Sciences

- Business Ethics as the Basis of the Long-term Operation of an Organisation and the Prerequisite for Successful Management (Associate Professor **Anu Virovere**)
- The Values Forming the Management Consciousness of Business Students (Professor **Lembit Tüرنpuu**, Professor **Jaan Ennulo**)

## 3. ON THE BASIS OF EBS

Accounting

- The Accounting Aspects of Estonian Business Law from International Perspective (Professor **Jaan Alver**, Associate Professor **Lehte Alver**)

Management

- Possible University Management Models (Professor **Madis Habakuk**)
- Reasons for Resisting Changes in Estonian Companies (Associate Professor **Ruth Alas**)

## Public Administration

- Relations between the State and Local Self-governments in the Organisation of Public Administration and their Legal Regulation Aspects (Professor **Arno Almann**)

## Linguistics

- Functional Grammar (Associate Professor **Ludmilla Podolski**)

Centre for Baltic Studies continues to publish the journal EBS Review, preprints (EBS Publications) and conference materials. The Centre will also support the faculty and scientists in organising seminars, symposiums and other scientific activities. Such activities are co-ordinated by **Mari Kooskora**, Project Manager.

# SCIENTIFIC REPORT

## 1. RESEARCH ON THE BASIS OF THE EBS FACULTY

### 1.1 CHAIR OF ACCOUNTING AND FINANCE

**Professor Jaan Alver** and **Associate Professor Lehte Alver** have studied accounting (mainly financial accounting) practices in several countries (Great Britain, Germany, France, Japan, the Netherlands). On this research a series of lectures under name “International Financial Accounting” have been prepared. A comparative study, which examines how Estonian accounting legislation is compelling with international standards, has been started. The first article on this topic has been published in the journal “The Accounting News” (“Raamatupidamis uudised”). Thesis was supervised on the topic of different ways of teaching accounting and financial management in six most known universities in Estonia (Tartu University, Tallinn Technical University, Estonian Agricultural University, Concordia International University, Estonian Business School and Audentes)

Partners: Latvian University, University of Vilnius

### 1.2 CHAIR OF MANAGEMENT

**Associate Professor Ruth Alas** has worked at the problem why people resist changes.

Estonia has come from socialism to capitalism. In order to survive our companies need to make organisational changes: to rise effectiveness and efficiency.

To find out why people in Estonian companies resist changes, the team of R. Alas worked out the questionnaire. The research was done in approximately 70 companies with 1300 respondents. Companies were from different industries and different areas in Estonia. Small enterprises and big corporations were included. Most organisations are founded or restructured in the 1990s. All organisations belong to the private sector. More than 50% are service companies and four are banks.

This research showed, that people think they are ready for changes and interested to implement organisational changes. At the same time, in many companies they are not satisfied with management style and the way managers share information.

It was made sure, that employees are quite well motivated to participate in change, but they do not feel having enough information about company plans.

Mostly they come to work with pleasure, are satisfied with their current job and connect their future plans with this company. People find new tasks interesting and new salary system motivating.

Mostly they find, that change did not spoil relations with colleagues and planned reforms might have positive influence on organisation.

At the same time they find that changes implemented in company before have not been corresponding to expectations and promises given to them. Respondents do not think that organisation has supported them enough during adaptation with change and time was too short. They do not expect that work conditions will improve after current changes.

These employees evaluate very differently companies' management. They find their principles coping well with managing subordinates work and trust managers' decisions. At the same time they answer that managers do not value employees' contribution and professional achievements fairly enough. Employees' initiative could be considered more.

These people are not satisfied with information they get from managers about organisational changes. The general purposes and strategic plans are not explained to them and they do not know reasons of changes. They are not pre-informed about the changes before the changes start and they are not included to the implementation of the changes.

### **Ruth Alas has got a stipend from the Government of Spain to participate in the IFDP (International Faculty Development Program)**

Partners: Prof. Anthony Buono, Bentley College, USA; Prof. Carlos Sances-Runde, IESE, Business School of Navarra University, Spain

**Professor Madis Habakuk** has investigated and advanced university management. The most significant results in this field are:

- Formulation of the basics and principles of the new procedure to assign state commissioned student places, which would virtually bring about transferring the decisive rights of the commission for higher education from the Ministry for Education and Universities to employers (as presented at the round-table seminar chaired by the Prime Minister at Concordia University on November 4, 1999);

- Elaboration of different approaches to the privatisation in education and the assessment of their approximate impact on the development of higher and vocational education. Both the material basis and suggestions concerning institutions have been expressed aiming at increasing efficiency in the state financed and public-legal higher and vocational education (as presented at the conference for EBS alumni on December 3, 1999).

**Associate Professor Tõnu Kaarelson** started his activities at the EBS in August. He has made preparations for launching the research on intellectual capital development and measurement opportunities.

### 1.3 CHAIR OF BUSINESS

**Lecturer Elena Pruvli** has started investigation of different marketing tools usage in the development of tourism. The topic has been widely discussed in media and some fundamental publications, but there are still several unexplored areas, such as positioning of the particular destinations, development of the conference tourism, influence of the European Union membership on the prospective of the tourist development of the country. These issues are important for the newcomers to the world tourist market (including Estonia) and have not been studied satisfactorily.

Elena Pruvli has worked out first of all the new course for the Estonian students of EBS (3 years, specialisation in tourism) containing the main world practices of marketing of tourism, leisure and hospitality. Together with the case studies it will take 60 academic hours.

At the same time, in co-operation with the final year students the following particular topics were investigated:

- The conference tourism in Estonia and the main barriers of its development, some perspectives and suggestions.
- Positioning as a marketing tool in the process of the positive image creation. As an example, the image of Estonia in the eyes of Scandinavian tourists have been used.
- Duty-free trade in Estonia nowadays and the impact of its abolishment on the ferry tourism between Estonia and Scandinavian countries.



## 1.4 CHAIR OF ECONOMICS

**Lecturer Angelika Kallakmaa-Kapsta** has collected empirical material on saving activities of people during the period of the USSR. The banking in the USSR was characterised by specialisation, strict following of the rules, lack of self-dependence and missing of traditional loan system. Empirical material for the research has been drawn from the statistical overviews of that time and may not be reliable. The official statistics comprises only data on the money that was deposited in the network of saving-banks. During the period of 1945-1988 the total mass of deposits as well as the average sum of a single deposit increased. An abrupt increase started in the 1970s. During 1960-1980 the deposits in the Estonian SSR increased 15 times, i.e., faster than in the USSR as a whole. Based on the official data of 1980, 45% of the families did not have savings. Therefore, savings during the period of the USSR increased successfully, but were divided unevenly.

**Professor Hardo Pajula** analysed the Estonian banking crisis. A brief overview of the historical developments in the sector was given. Four periods were identified:

- (1) The evolution of the private banking (1989 – 1992),
- (2) The first crisis and the following consolidation (1992 – 1996),
- (3) Stock market boom driven by the capital inflows (1996 – October, 1997),
- (4) The second crisis and the subsequent consolidation.

Since reliable data were only available from 1995 onwards, the statistical analysis was confined to the later periods. An attempt has been made to predict the probability of failure using the statistical model of limited dependent variables. The estimates from both probit and logit models have been developed using the exogenous variables like the size of the banks, their profitability, etc. Since it is well established that both types of models tend to suffer from heteroscedasticity, corrections were introduced according to the White correction method.

The conclusion was drawn that although the two wave of bankruptcies were to a large extent unavoidable, the regulative laxity was also to be mentioned, especially in the last periods where delayed closure of the problem banks led to accumulated losses.

## 1.5 CHAIR OF LAW AND PUBLIC ADMINISTRATION

Research of **Professor Arno Almann** resulted in presentation of doctoral thesis "Local Self-government in Estonia: Theoretical Principles and Evolution of Legal Organisation." The scientific problem addressed in the thesis was: Which should be the Estonian contemporary local self-government system, its structural and functional legal organisation, facilitating continuing development and established as a result of the reform, so that it would maintain its national characteristics but would also integrate the critically assessed experience of the West-European countries in developing local self-government. Solving the above scientific problem had to be based on a theoretical background. First, it meant clarifying the meaning of the concept of local self-government, as well as the mixed theories giving methodological support to the raised issue since the theoretical background of local self-government needed selection and association with socio-economic, political, cultural and other factors of historical development. The analysis of local self-government systems of the West-European countries and the outcome of the reforms carried out in those countries, the correlation between the relation of the state and local authorities and local authorities' organisational structure, as well as the analysis of the development of the Estonian local self-government enabled to present the research results in the form of a theoretical-practical model of the legal organisation of the Estonian local self-government, thus providing a general methodological basis for working out the strategy for continuing the local self-government reform and for carrying out research on local self-government organisation.

## 1.6 CHAIR OF SOCIAL SCIENCES

**Professor Jaan Ennulo** leads investigations of the values forming the management consciousness of business students. The goal of the study is to give solutions to the following problems:

- 1) To find out the hierarchy of the values of EBS students,
- 2) To find the eligible hierarchy of values,
- 3) To find out the necessity of changing the values, taking into account the possibilities of changing.

Ten value groups have been mapped relatively well: ethical values, values connected to organisational culture, business-ideological values, values connected to everyday life, organisational-juridical, management

ideological, personal values, values connected to professional specification, and professional values.

Besides Estonians, students and managers also from Latvia, Russia, Finland, Germany, USA and France have been inquired. Using the same questionnaire everywhere makes the results comparable. There may be some minor misunderstandings or different accents derived from the translation, but as there are 91 questions altogether, it cannot make significant difference in the results.

Comparing the results from the cluster analyses, it can be seen that student groups from Bentley and Fordham, both from USA are quite similar to each other and to the business students from Finland. But their difference from EBS students' values is significant, especially in social and personal values: At EBS these values are valued much lower. Great differences are also in the results of students of different study forms at EBS. If students from distance and evening studies value highly professional values, then full-time students have put values connected to business and everyday life on the first position.

The value orientations of Lyon students both from the first to the fourth year are almost alike, but at EBS the change in values from the first year to the last is significant, especially in the category of honour.

Conclusions at this stage: Active and powerful management can lead us to the results we do not want:

- We do not know where we want to reach, i.e., we are not sure what kind of value structure is the best for us.
- What can be right and proper to one country, taking into account cultural background, the way of development, and the level reached, is probably not transferable mechanically to our country.
- This does not mean, that we may confine ourselves to just stating the situation and letting things go as they are. If the descriptor of the ethical values is on the 8<sup>th</sup> or 9<sup>th</sup> position among 10, something must be done to improve it. Apparently it is reasonable to add a special course of ethics into the curricula with the minimum of 1 credit point (16 hours).

**Associate Professor Anu Virovere** has collected around 1000 cases of different conflicts from different Estonian companies.

The main aim was to get answers to the following questions:

1. What are the reasons, which cause the conflicts?
2. How are the conflicts solved?
3. How many conflicts happened between the employee and the boss (vertical conflict) and how many between the employees who have equal positions (horizontal conflict)?

4. Which are the ethical principles violated by us mostly?
5. What are the typical conflicts and can we conclude with saying that certain part of all problems are caused by some so-called fixed problems which are typical in certain time and certain situations?

The second aim of the work of this team has been to develop a training programme for leaders. The reason why they decided to do this is very concrete: several surveys made among the company leaders in Estonia show that Estonian leaders tend to use so-called “escaping strategy” while facing the conflict. People do not like to deal with real solving of the problem, mostly hoping that the conflict is diminishing anyway. But in the most cases it is not, since the cause of the problem is not addressed.

**Professor Lembit Tüürpuu from the Chair of Management and Project Manager of the Centre for Baltic Studies Mari Kooskora** continued research in the field of value orientations of business students. More data was collected on the basis of the composed questionnaire. Altogether 501 more questionnaires were filled and the results analysed. Among these, full-time students from EBS (Estonia), France, Russia, Latvia and Germany, and besides them also Russian-speaking managers of the children institutions in Estonia. The collected data in these categories were analysed by cluster analyses by the characteristics and indices, by Student test, and by correlation analysis.

Major work was done to arrange, summarise, and restructure the categories of the respondents and data collected during 1996-1999. Statistical reprocessing was carried out and the treatment of the whole database was generalised.

The main results of the research work are the original numbers that characterise the value orientation originating from cultural background and historical development during the recent years. The main differences in the value judgements of the post-socialist students and the free world representatives are following:

- The 8<sup>th</sup> place position of the ethical values descriptor in their whole value orientation (vs. 1st or 3rd position of the others).
- They prefer organisational-juridical values (outer regulation method) to cultural (inner regulation method) vice versa to the free world representatives.
- They prefer the manager’s personal values to the social ones (rely more on the manager than on the collective).
- They prefer values related to professional specification to the professional values.
- They do not take democracy seriously.

- Their value orientations are controversial and eclectically.

Partners: Iris Aaltio-Marjosola, University of Lappeenranta

## 1.7 CHAIR OF MATHEMATICS AND INFORMATICS

**Professor Toomas Täht** has participated in the elaboration of a novel technique, by which the maximum loads of distribution systems can be assessed by a given confidence limit. The method is based on type classes statistical load models, incorporating expected load, its statistical deviation and the correlation of load within the load class and between the different classes. It was shown that the correlation between loads of single customers has a central effect when defining the confidence limits of peak loads.

In addition to the composite load variance, the statistical distribution of the load was also analysed. The sum load is usually assumed to obey the Normal distribution. However, when the number of individual loads is small, preconditions of the Central Limit Theorem are not always met. This can be the problem especially when assessing the loads in the lower power system levels.

The insecurity of the load models is taken into account by correction factors, the values of which can be estimated by a comparison of modelled load flows to the corresponding measurements obtained from the power system.

**Lecturer Indrek Kaldo** has completed and defended his Master's thesis "Supermanifolds, generalized Grassmann and Clifford algebras" in June 1999 at the University of Tartu. He has explained how it is possible to construct supermanifold's (sense of A. Rogers) structure on a complex projective space. He has proved that the generators of generalised Clifford algebra satisfy the identity  $\{\gamma_{i_1}, \gamma_{i_2}, \dots, \gamma_{i_n}\} = n! \delta_{i_1 i_2 \dots i_n}$ ,

where  $1 \leq i_1 \leq \dots \leq i_n \leq N$  and dimension of vector space  $\Gamma(n, N)$  is  $\dim \Gamma(n, N) = n^N$ , which similarity to the identity in the case of generalised Grassmann algebra has been proved.

In 1999 he has started doctoral studies at the University of Tartu. First of all, he plans to elaborate generalisation of external form, where external differential satisfies condition  $d^N = 0$ .

## **2. RESEARCH ON THE BASIS OF THE CENTRE FOR BALTIC STUDIES**

### **2.1 WORKING GROUP OF INFORMATION TECHNOLOGY**

**Topic: Intelligent agents in the electronic commerce.**

**Head of the WG: Academician Enn Tõugu**

Development of computer networks dramatically changes a way of representation and usage of information. Instead of centralised archives and databases more and more decentralised information sources are available. A complete modelling of distributed information sources is quite problematic. The main problem is as follows. Most of former modelling approaches have been designed for analysis of information in completely specified environments. These environments contain all sufficient information for operation at the environment. It does not mean that a completely specified environment should be only static. However changes in these environments are presented explicitly. In other words -- our world is closed in this case. In the case of decentralised information sources in the network, an environment cannot be specified completely. It is problematic (if possible) to describe completely all available information sources in the network as well as to specify precisely and completely all possible actions and changes. The distributed environment is not closed any more and, generally, there can be no restrictions for affecting the world and being affected by it. We have proposed a generic architecture for agent shells and meeting places in the form of Agoras. A survey of existent agent architectures is given and the invariant part of agents is circumscribed. We present an agent reflection mechanism and a specification language for describing models of environments and agents. We use two working examples: facilitator agents for exhibitions and virtual shopping centres, and modelling of work of a programme committee for illustration of the architecture. Co-operation between the agents is an important requirement in both examples, and this is organised on the basis of the Agoras.

**These investigations were partly financed by KTH (Royal Technical University of Sweden)**

Partners: M. Matskin, NTNU, Trondheim, J. Penjam, TTU, Tallinn.

## 2.2 WORKING GROUP OF SOCIO-ECONOMIC PROCESSES

### Topic: **Socio-economic analysis of transition countries, development of Ida-Virumaa**

Head of the WG: **Dr. Juhan Sillaste**

Globalisation of the economy, explosive developments in telecommunications are dramatically changing the role and influence of nation-states and their central governments.

Since the restoration of independence in 1991, Estonia's policies have consistently aimed at the restoration of economic, social, political and cultural ties with our western neighbours. According to the Economic Freedom Index, compiled by the Heritage Foundation and Wall Street Journal, Estonia is the most Western-oriented former Soviet republic. Membership of the European Union will clearly bolster Estonia's economic development, bringing new opportunities for growth and increasing the general well-being of the population. At the same time Estonia's rapidly developing economy and dynamic society will contribute positively towards increasing the Union's global competitiveness. The deployment of power is shifting from centrally run countries (central governments) to regional and local authorities, from hierarchy to networking and cross-border alliances. European Union is more and more like Europe of regions and local governments.

With accession to the European Union, the Estonian transport network will become part of the European transport network and will have to operate as a part of the North European transport network. The common interest of Estonia and the European Union is the existence of well-functioning transit corridors and border posts on the EU-Russia border. In this context the development of the Narva-Ivangorod bypass in co-operation with Russia will facilitate and promote trade between the latter and the European Union.

To go ahead people usually need two legs. It seems that states, the society must have something like this. One leg is connected with strong support for innovation and export, foreign investments and so on. In short, establishing good economic environment for people who are managing on their own. The other leg is needed for people who are in a plight for the shorter or longer period, who are living under circumstances what they cannot influence.

Ida-Virumaa County is so called *weak point of Estonia* looking for a balanced development allowing for economic, social and environmental aspects to support each other. This requires support of the County's

efforts from the Central Government, in the form of well co-ordinated policies, financial assistance in the context of the expensive social and environmental support measures, and encouragement of rapid and decisive rationalisation, restructuring and privatisation of industries to achieve their economic viability.

Concurrently, the paradox is that despite the fact that there exists a shortage of qualified labour, many graduates of vocational schools cannot find jobs. Professional schools and the whole educational system itself has no clear guidelines whom to teach and on what specialities.

The ethnic composition of the region could be seen as an opportunity, bringing together a number of different and culturally enriching factors. But it is generally being perceived as a threat, considering that between 70% and 95% of the population in the cities consist of non-Estonians. Nevertheless, the best social policy is an employment-oriented policy, which means to implement macroeconomic measures aimed at supporting job creation and income generating opportunities.

The period of transition has been relatively short to date to make conclusive judgements on the scope of change. For Estonia and the other Baltic States, second-generation transition issues are now on agenda.

### **These investigations were partly financed by Ida-Virumaa County and World Bank**

Partners: Institute for Socio-economic Analysis of Estonia, Institute for European Studies, Institute for Russia and CIS, Bertelsmann Foundation, Centre for Transboundary Co-operation, Statistical Office of Estonia.

## 2.3 WORKING GROUP OF SECURITY AND SOCIAL STABILITY

Topics:

- **Main characteristics, criteria, and factors of inner security**
- **Security of the Baltic States in the context of geopolitical aspirations of other states and associations of states**

Head of the WG: **Professor Peeter Lorents**

Based on the principles presented in the earlier investigations, the following has been done:

- The term 'defence will' has been defined;
- The role of Defence League, Defence Forces and other state institutions at the formation of the defence will has been described;



- A scheme to form and preserve the defence will, knowledge on the principles of defence and respective skills has been elaborated. The starting point for this scheme is a person and the scheme can be cyclically expanded.

Based on the DISA, IWEB of DoD, ESET, RAND, and other data and analysis:

- The terms ‘info-war’ and ‘info-weapons’ have been defined.
- The peculiarities of info-war have been described.
- Recommendations have been given on the means that should be applied by the state in connection with the necessity to be prepared for an info-war

Partners: KTH (Royal Technical University of Sweden)

## 2.4 WORKING GROUP OF ENVIRONMENTAL ISSUES

Topic: **Regional climate resources and their variability**

Head of the WG: **Dr. Sirje Keevallik**

All kinds of planning are based on forecasts. In case the future factors can be influenced, the terms ‘planning’ and ‘forecasting’ are synonyms. In case we cannot have effect on the future factors, the relations between forecasts and plans are more complicated. As a result, the economic output of plans is reduced.

Climate may be regarded as a considerable resource of economic activities. Information on the climatic conditions and their variability is crucial for building, agriculture, transportation, etc. To some extent, climatic conditions can be predicted. If such forecasts are accompanied by confidence estimations, optimal strategy can be elaborated for planning to get maximal profit.

In the field of climatology, Sirje Keevallik has analysed winds in the free atmosphere above Estonia. The analysis is based on the observations made during 1953-1993 at the Tallinn Aerology Station. Winds in the free atmosphere are tightly connected with the movements of cyclones and anticyclones over the territory of Estonia. Therefore, knowledge on the climatology of winds at the altitude of 5-6 kilometres permits to predict the main features of the weather at the ground surface.

During 1998-1999 Sirje Keevallik was the holder of the ETF Grant for the analysis of the meteorological regime of Lake Peipsi. In the frames of this Grant, an overwhelming description of the following

meteoelements around Lake Peipsi has been given: solar radiation, cloudiness, air temperature, precipitation, wind speed and direction, air pressure, humidity, snow cover, fogs, snowdrifts, and thunderstorms. These data can be further used at the estimation of climate resources and variability of this region.

**These investigations were mostly financed by Tartu Observatory, Estonian Meteorological and Hydrological Institute and Estonian Science Foundation**

Partners: BALTEX (The Baltic Sea Experiment with Germany, Denmark, Sweden, Finland, Estonia, Russia, Latvia, Lithuania, Belarus and Poland as participants)

### **3. PhD STUDENTS**

**Monika Salu.**

**Topic: The Coherent Impact between the Undertake of the Optimal Level of Social Insurance System and the Conduce of Economic Development: Case – Republic of Estonia**

**Supervisor: Academician Mihhail Bronštein**

**Monika Salu** has aimed her research to the history of the social insurance system in Estonia, its different nuances during its different time-stages. She studied also the development of economic and demographic situation of Estonia during the last century. Through comparison of these areas she could conclude, that the situation before and after the last occupation (that starts from the end of the 1980-s) carry similar features and are comparable. This discovery gave a perfect base to start working out the theses suitable for the social insurance system for Estonia in the 21<sup>st</sup> century, that live up to demographic principles of our state without inhibiting the economic development.

In such a research it is not possible only to stay in facts or numbers like the index of human development and others: It is essential to take into consideration also the ethical aspects. Due to that point M. Salu was forced to look at the development of the business ethics in private and in public sector and pay attention to the population ethics that reflects care of disabled person's change between family and state. It was clear that in cases of increase of the state care, it brought to the decrease of family care. A trend was found that through the history and change of demographic situation (including the change of family structure) shows

the increase of self-care-share in securing the income in old-age, sickness and other situation of that kind.

**Krista Tuulik.**

**Topic: Organisational Culture and its Dependence on the Core Investor.**

**Supervisor: Professor Raul Üksväärav**

**Krista Tuulik** explains that the reason for starting to write the theses was the current situation in Estonian Republic where more and more important role is gained by new foreign investors. Day by day the role of Swedes is growing, they are making decisions in the banking, they have an important part in production and in service sector. In the media there is a discussion if Estonia will be sold to foreigners and the native Estonians will be left to the servants role. Estonians are afraid of their “mina” (“me”) and to some persons the name of new owner or investor reminds something unpleasant. To other people it is associated with something pleasant that brings changes and innovation.

What does a new investor mean to an organisation? Do the routines and beliefs change? How is the new organisational culture accepted? Is it possible to avoid mistakes by making preparation before acquiring and ensure positive acceptance?

Swedes, Finns and Estonians we all live in Scandinavia, but our thoughts about things, processes and basic values of life are different. This is caused mainly by our different historical backgrounds.

The essence of the work will be defining the cultural differences and finding the way how to introduce changes with positive influences.

**Ruth Alas.**

**Topic: Management of Organisational Changes in the Conditions of Transitional Economy**

**Supervisor: Professor Anthony Buono (Bentley College)**

The report of Ruth Alas is given above.

**Urmas Arumäe.**

**Topic: Comparative Analysis of Legal and Institutional Environment in the Core Members of the EU from the Perspective of Private and Public Law**

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- Kaarelson, T. (1999). Katseaeag. *Personalijuhtimise käsiraamat*. Tallinn: Äripäeva Kirjastus. Lk. 5.4.5-5.4.9
- Kaarelson, T. (1999). Organisatsioonikultuur. *Personalijuhtimise käsiraamat*. Tallinn: Äripäeva Kirjastus. Lk. 3.5.1-3.5.7
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### SCIENTIFIC PAPERS IN INTERNATIONAL JOURNALS

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## SCIENTIFIC MEETINGS ORGANISED AT EBS

### 1. International seminar “Creating a Sense of Business Ethics in Estonia”

May 25 and 26, 1999

#### PROGRAMME

##### May 25

9.30 – 10.00 Registration, coffee

10.00 **Madis Habakuk** - EBS, President – Welcome address

10.15 **Indrek Neivelt** – Hansapank, Chairman of the Board - “Current Situation of Business Ethics in Estonia”

10.45 **Igor Rõtov** - Äripäev, Editor-in-Chief - “The Relations of Business Ethics and Journalism”

11.15 **Monika Salu** – Tallinn’s Vice-Mayor – “Ethical Processes in Public Service”

11.45 Coffee break

12.00 **Riivo Sinijärv** – EVEA, President - “Problems of Business Ethics in Small Entrepreneurships”

12.30 **Peep Aaviksoo** – EMT, Chairman of the Board - “Ethics - A Precondition for Success”

13.00 **Anu Virovere** – EBS, Assoc. Prof. - “Common Attributes of Conflicts in Estonian Companies”

13.30 **Olli Loukola** – University of Helsinki, Assist. Prof. – “Business as a Profession? A Finnish Approach”

14.00 – 15.00 PRESS CONFERENCE / Lunch

15.00 **R. O’Connor** – Bentley College, Prof. of Business Ethics - “The Oversight of Member Conduct by US Professional Associations”

16.30 **Andres Arrak** – Audentes Business School, Head of the Chair of Economics- “Entrepreneurial Mythology in Early-Capitalist Estonia”

16.00 **Harri Tiido** – Kuku Radio, Editor-in-Chief - “Ethics in Business = Ethics in Politics”

16.30 Discussion, questions

##### May 26

9.30 – 10.00 Coffee

10.00 **F. Reeves** – Bentley College, Prof. - “Business Ethics at Bentley College”

- 10.30 **Margarita Adaeva** – Stockholm School of Economics in St. Petersburg, Director of Public Relations - “Leadership Ethical Challenges in Modern Russian Business”
- 11.00 **Lembit Tüρνpuu** – EBS, Professor/consultant - “Ethical Differences in Value Judgements among Estonians Going to the EU”
- 11.30 Coffee break
- 12.00 **Jelena Rootamm** – Ph.D., AS Vastus, Director - “Value Judgements of the Business Society and Public Service Officers: 1989-1999”
- 12.30 **Ott Moorlat** – Ph.D., Moorlat & Co, Patent Attorney - “A Business’ Name and Trademark Related to Business Ethics”
- 13.00 **John Schram** – Schram & Co, President - “Sometimes the Good Guys Wear Black Hats”
- 13.30 **Mari Meel** – TTÜ, Assist. Prof. of Business Ethics – “Do We Need the Code of Ethics?”
- 14.00 – 15.00 Lunch
- 15.00 **Maie Tuulik** – EuroUniversity, Prof. - “Ethics and Business Ethics”
- 15.30 **Sirly Lall, Kristina Mickevičiute**, EBS, BBA IV – “Ethics in Labour Relations in Estonia”
- 15.45 **Maria Mirochnitchenko** - Stockholm School of Economics in St. Petersburg, Ph.D. Student- “Problems of Ethics in a Rapidly Changing Society”
- 16.00 **Ester Eomois** – EBS, lecturer, MBA Student - “Ethics and Advertising”
- 16.30 Discussion, questions

## 2. EBS conference “Problems of Euro-integration at the scientific activities of EBS”

April 27, 1999.

### PROGRAMME

- 12.00 Avasõnad – **prof. Madis Habakuk**, president
- 12.15 “Avaliku halduse probleeme” – **Arno Almann**, MBA, avaliku halduse ja õiguse õppetooli juhataja kt.
- 12.55 “Eesti eurointegratsioon – aktuaalseid välis- ja julgeoleku probleeme” – **Vahur Made**, PhD, kaasprof.
- 13.15 “Eestlase juhtimisteadvus euroopalikumaks” – **prof. Lembit Tüρνpuu**, professor-konsultant, **Mari Kooskora**, projektijuht
- 13.35 “ERASMUSE programmist” – **Endel Laanvee**, asepresident



14.00 – 14.20 KOHVIPAUS

- 14.20 “Pangandusmarketing – teooria ja selle rakendamise võimalused” - *Angelika Kallakmaa-Kapsta*, majandusteooria õppetooli lektor
- 14.35 “Euroopa rahaliit” – *Pirje Soonurm*, BBA III, EBS –i üliõpilastööde konkursi laureaat
- 14.50 “Juhi rollide tajumine Eestis” - *Ruth Alas*, MBA, kaasprof, doktorant
- 15.00 “Muudatuste tõrjumise põhjused, uuringu tulemuste analüüs” – *Maris Zernand*, BBA IV, EBS –i üliõpilastööde konkursi laureaat
- 15.15 “Juhtimisstiilid, uuringu tulemuste analüüs” – *Marika Orula*, BBA IV, EBS –i üliõpilastööde konkursi laureaat
- 15.30 “Mida ja miks me kardame” - *Marek Krugol*, ÕB-I, EBS –i üliõpilastööde konkursi laureaat
- 15.40 “Inimkeha kaubaks?” – prof. *Lembit Valt*, sotsiaalteaduste õppetool
- 16.00 “Eesti firmadele iseloomulikud konfliktid” – *Anu Virovere*, MBA, kaasprof., sotsiaalteaduste õppetool
- 16.20 Kokkuvõte

### 3. Alumni Conference “Estonian Perspective against the Background of Globalisation” December 3, 1999

#### PROGRAMME

- 11.00 - 11.15 *Tervitav sõnavõtt*. Toivo Külaviir, Sihtasutus EBS vilistlasfond, nõukogu esimees
- 11.15 - 11.45 *Äri ja infotehnoloogia seostest täna ja homme*. Andres Ploom, APS Business Development, direktor, EBS Balti Uuringute Keskus, töörühma juht
- 11.45 - 12.15 *Eesti perspektiiv - infotehnoloogia?* Peeter Lorents, EBS Balti Uuringute Keskus, direktor
- 12.15 - 12.35 *Noor ettevõtlik inimene praeguses sotsiaalmajanduslikus keskkonnas*. Juhan Sillaste, Eesti Sotsiaalmajandusliku Analüüsi Instituut, direktor, EBS Balti Uuringute Keskus, töörühma juht

Kohvipaus

- 12.50 - 13.20 *Juhtimiskultuuri ilmingud üleminekul avatud ühiskonda.* Mari Rull, EBSi rahvusvahelise ärijuhtimise bakalaureuse- õppe tudeng
- 13.20 - 13.40 *Juhtimise erinevused ja kokkulangevused era- ja avalikus sektoris.* Jüri Mõis, Tallinna linnaepea, EBSi vilistlane
- 13.40 - 14.10 *Äri ja hariduse integratsioonist.* Madis Habakuk, EBSi president

#### **4. Opening of the Friedrich August von Hayek Lecture Room December 7, 1999**

##### **PROGRAMME**

- 17:00 *Avamine.* Siim Kallas, Eesti Vabariigi rahandusminister
- 17:15 *EBSi kavad Nobeli preemia laureaatide tutvustamisel.* Madis Habakuk, EBSi president
- 17:30 *F.A. Hayek ja 21. sajand.* Meelis Kitsing, EBSi lektor, Hayeki Eesti Klubi
- 18:00 *Hayek ja Austria koolkonna metodoloogia.* Kalev Kallemets, Ludwig von Misesi Instituudi stipendiaat
- 18:30 *Valikud tänapäeva rahapoliitikas.* Peeter Lõhmus, Eesti Panga asepresident
- 19:00 *Nobeli majanduspreemia laureaadid.* Riina Amjärv ja Triin Mihkla, EBSi üliõpilased
- 19:30 Vestlusring

## EMBA THESES DEFENDED AT EBS

SPRING 1999

Name	Topic	Supervisor
Meeli Puusepp	Cash versus Accrual based Accounting and Analysis	Prof. J. Alver
Katrin Kaurit	The Effectiveness of Teamwork and a Method of Measuring it	Assoc. Prof. M.Tiidelepp
Juta Tikk	Distance Education and Economy of Education	Prof. S.Krönström-Hanschmidt
Ülo Kasema	Evaluation of Company's Value on the Basis of Waste Management Enterprise Ragn-Sells Eesti AS	Prof. M.Habakuk

AUTUMN 1999

Name	Topic	Supervisor
Peeter Ugand	Evaluation of Labour Market Performance and Policies	Assoc. Prof. E. Listra
Erika Saks	Business Ethics Program for Estonian Business Students	Assoc. Prof. A.Virovere
Riina Rohelaan	Measuring the Value of Human Capital in a Medium Size Company: Case Study of Tallinna Piimatööstuse AS	Assoc. Prof. R.Alas
Tiina Pahka	Forming of Personnel Strategy in base of Nordika Insurance Company	Assoc. Prof. A.Virovere
Harti Pedak	Analysis of the Intellectual Capital and Measurement the Intellectual Performance in Estonian Public Sector	Prof. R.Laakso-Manninen

## **DOCTORAL THESES**

On December 15, 1999 **Professor Arno Almann** successfully defended his doctoral thesis “Local Self-government in Estonia: Theoretical Principles and Evolution of Legal Organisation” at Tallinn Technical University.

## **PhD PROGRAMME AT EBS**

At the end of 1999 the number of doctorate students at EBS was five. Three doctorate students (Ülle Pihlak, Teet Uuemõis and Kalev Salupuu) have stopped their studies. One new student (Ants Kraus) was matriculated. Monika Salu has prolonged her studies due to the change of her research topic and Urmas Arumäe – due to a one-year stay at Stockholm University in 1997-1998.

The doctorate students of EBS are:

**Urmas Arumäe**  
**Monika Salu**  
**Krista Tuulik**  
**Ruth Alas**  
**Ants Kraus**

EBS RAAMATUKOGU



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