

EBS RESEARCH ACTIVITIES IN 2008

In January 2009 research strategy for years 2009-2012 was adopted by EBS Senate. According to this strategy **the aim of EBS is to contribute to the international knowledge base of Management Research, give its contribution to the enhancement of the management practice and efficiency of private and public organisations and assure high quality training of managers and specialists of business and public organizations in Estonia.**

Management research is related to EBS mission statement being therefore the basis for offering high quality education to the managers and specialists of Estonian private and public organisations. The faculty of EBS also contributes to the enhancement of public management by co-operating with governmental institutions and local governments. Management research is closely related to the study process: research is carried out by involving students through their homework, term papers and final theses on Bachelor's, Master's and Doctoral level.

The results of research are ploughed back into the study process through the development of curricula and study methods. The research results are also used at the practical training sessions organised by EBS Executive Training Centre and therefore find its way to Estonian business, public and to certain extent, non-governmental organizations.

As research has grown significantly during the last years, it was possible to split EBS main research topics into more focussed research areas. On one hand this is aiming at clearer division of labour between departments. On the other hand our aim is to promote interdisciplinary co-operation across borders of the academic structural units.

The first topic 'Change management and knowledge transfer in learning organisations and East-West cooperation networks' was divided between the Department of Management and the Department of Entrepreneurship. The second topic 'The institutional environment and legal framework and relations with business organisations' was divided between the Department of Law and Public Administration, and the Department of Economics. An additional relevant research topic was formulated for the Department of Information Technology.

A common topic integrating research performed by all the above departments has been formulated as "**Organizational development in institutional context**". As a result, subtopics under this general umbrella are the following:

- 1) Development of organisations and management of change (Department of Management);
- 2) Innovative entrepreneurship and knowledge transfer in international networks (Department of Entrepreneurship);
- 3) Development of Public Administration Organizations and its Legal Framework. Application of Experience in New Democracies (Department of Law and Public Administration);
- 4) Institutional economics (Department of Economics);
- 5) Social responsibility and ethical values of organisations (Department of Behavioral Sciences, Centre for Ethics);

6) Intelligent IT systems in private and public organisations (Department of Information Technology).

Departments are in tight cooperation. People from different departments are engaged in topics of other departments. The Department of Management does joint research with the Department of Behavioural Sciences by studying Social responsibility and work-related values, including ethical values during implementation of organizational changes. The Department of Entrepreneurship has joint research project with the Department of Management on characteristics of successful entrepreneurs. The Department of Management studies organizational changes in business and public organizations by involving the Department of Law and Public Administration. Organizational changes are also studied in institutional context together with the Department of Economics.

Research Activities at the Departments of EBS

DEPARTMENT OF MANAGEMENT

The department has a leading position in the field of management in Estonia. It is actively participating in research in Estonia as well as in international networks, publishing articles in international journals, books and issuing textbooks in Estonia. The main management textbooks in Estonian have been published by the faculty of the department: "Fundamentals of Management" (5 editions), "Human Resource Management" (4 editions) and "Strategic Management" (3 editions). Also monographs "Change Management and Organisational Learning", "Master Class of Change Management", "Management in Public and Private Sector", "Crisis management: crisis as opportunity" and book about female top managers. A book about the fundamentals of management, organizational and communication psychology has been written for higher state administrators as the order of the Government.

Researchers / faculty members involved in research activities:

Prof. Ruth Alas

Prof. Madis Habakuk

Lecturer Ants Kraus

Lecturer Tõnu Kaarelson

Lecturer Mait Raava

Lecturer Maris Zernand

Main topic(s) at the department:

- University management – development of corporation type of university structures, Network University in area of Tallinn. Development of international branches.
- Estonian scenarios of economic development mostly studying the lack of labour influence to productivity and GNP.
- Organisational changes in Estonian and Chinese companies.
- Strategic human resource management
- Strategic operations management
- Corporate Governance
- Organization and management development
- Management and gender equality
- Crisis management

Main research projects / activities:

Organisational changes and crises management in Estonian (1998-2008) and Chinese companies (2005-2008) (Prof. Ruth Alas, Head of the Department of Management)

Organisational changes in Estonian (1998-2006) and Chinese companies (2005-2007). Includes a survey and interviews in both countries. The field of study is changes in Estonian and Chinese organisations. The purpose of the present study can be stated in broad terms as an attempt to increase the understanding of the factors influencing

organisational change during the transition from a planned economy to a market economy. The factors and connections between those factors are studied on three levels: the societal level, the organisational level and the individual level. Triangular model of change was developed based on type of changes, process of change and readiness to change.

The connections were found between the institutionalisation stage at the societal level and types of change in organisations. During the period of social transience, which consists from deinstitutionalisation and re-institutionalisation, transformational change took place in the majority of Estonian and Chinese organisations. The process of change is different during different types of changes. Readiness to change is connected with institutional background and types of changes.

The research is supported by EBS AKAF.

The INTERNATIONAL MANUFACTURING STRATEGY SURVEY (IMSS) in IMSS network (Ants Kraus, lecturer)

The aim of the IMSS was to study manufacturing strategies on a global scale and at a national level, to establish a common database on manufacturing strategies, practices, and results. The research method was a questionnaire survey, performed by an international network of researchers in various countries. I administrated and performed the IMSS survey in Estonia. The survey data was input in database, sent to Politecnico di Milano for coding in a multinational database, for tabulation and summarization. The final number of the firms that participated was 709 in 23 different countries.

The survey in Estonia was conducted and report written by Ants Kraus.

The research was supported by EBS AKAF.

Management and Organization: Practice of new management trends in Estonian enterprises (Tõnu Kaarelson; Erik Terk; Maris Zernand)

Management has made considerable changes in Estonia and other world in last decade. There is lack of clear information about management practice and its changes in Estonian enterprises. The purpose of survey is to investigate the implementations of management and organization trends in the business organizations that have been actualized in last decades. In particular observation from the management trends are Learning Organization, Flexible Organization; Employees' Individuality; Self-Directed Working Teams; Supply Chain Management; Quality Management; Business Process Reengineering; Balance Scorecard; and Global Management.

The survey was conducted as questionnaire where indicators from previously mentioned management trends are stated. The target of survey were business enterprises that have been active at least three years and where the number of employees is at least 25. Respondents were persons who are aware about the organization as whole (top manager, member of board).

The results of survey enabled to map the situation of management in Estonian enterprises, clarifying the use of last decades management trends. Interpreting with results is possible to support management consulting and training activities.

The research was supported by EBS AKAF.

Strategic human resource management (Tõnu Kaarelson, Director of the Management Institute, lecturer)

There has been long-lasting cooperation with *CRANET Network* (Cranfield Network of European Human Resource Management), which unites EBS with members from 26 European and 15 other countries all over the world.

The research is focused on the strategic and international human resource management issues.

In 2008 the problem of connections between human resource management practices in organisations and cultural practices in society was studied based on CRANET surveys and GLOBE study. The result of the study was article written with R. Alas and K. Niglas *Human resource management in cultural context: empirical study of 11 countries* and published in EBS Review.

In December 2008 was published a book *Managing Human Resources in Central and Eastern Europe* by Routledge. The chapter about 'Human Resource Management in Estonia' was written in co-operation with R. Alas.

Articles about gender equality and human resource management in Estonian enterprises were published in *Problems and Perspectives in Management*.

A Manager's Ambiversion as a Prerequisite for Innovation (Mait Raava, lecturer)

The findings from studies of the links between extraversion and innovation are contradictory. The aim of the current surveys was to ascertain whether the prerequisite for innovation could be the manager's ambiversion, which is comprised of characteristics of both introversion and extraversion.

Ambiversion is a trait, which consists of infrequent (introversive) but intensive (extraversive) social interaction. The first hypothesis was that ambiversion is linked to innovation, i.e. the introduction of a new product or process leads to increased customer satisfaction, enterprise sales and profits. The second hypothesis was that ambiversion is linked to an ambiversive style of product or process development, in other words to the habitual tendency to interact in ascertaining the needs of customers and to become engrossed in thought when developing a new product or process. The third hypothesis was that an ambiversive style of product or process development is linked to innovation.

In order to test these hypotheses, one survey (2003) was conducted amongst 75 product developers in 40 Estonian enterprises and another (2005) amongst 89 top managers in 25 Estonian enterprises. All the hypotheses were confirmed in both studies. These findings point to the need for further study of more specific personality traits and their interaction in order to

gain a better understanding of the factors behind innovation at the individual and organizational level. These results underline the importance of taking into account the top managers' ambivert personality and their innovation style in selection and training. Also, it is important to create an organizational climate that lets managers interact infrequently and intensively during particular stages in the innovation process.

University management, demographic situation in Estonia (Prof. Madis Habakuk, Rector)

1. University management – development of corporation type of university structures, Network University in area of Tallinn. Development of international branches.
2. Estonian scenarios of economic development mostly studying the lack of labour influence to productivity and GNP.

**Involvement in networks, memberships:
Ruth Alas**

Member of editorial boards of following journals:

European Journal of International Management
Chinese Management Studies

Associate Editor for: International Business: Research, Teaching and Practice. The Academy of International Business- (AIB) journal in USA

Baltic Journal of Management, National Scientific Editor

Problems & Perspectives in Management

Journal of Business Economics and Management

Journal for East European Management Studies

The Open Ethics Journal

EBS Review

Member of Editorial Review Board:

Scientific Journals International (SJI)

Reviewer:

Human Relations

Scandinavian Journal of Management

Monash Management Review

Journal of Applied Social Psychology

- Member of Academy of Management
- Estonian representative in Membership Involvement Committee of Academy of Management

Member of IABE (International Academy of Business and Economics)

Member of IACMR (International Association for Chinese Management Research)
Member of IFSAM (International Federation of Scholarly Associations of Management)

- Member of International Association of Cross-Cultural Competence and Management (IACCM)
- Member of Cranet-E network – European Strategic Human Resource Management Studies
- Member of GLOBE society
- Member of Denki Ringo research group
- Member of IMSS network (International Manufacturing Strategy Survey)

Member of Corporate Governance network, coordinated by Thomas Steger from Chemnitz.

Member of UFIRC network (University Fellows International Research Consortium)

Member of International Society for the study of work and organizational Values (ISSWOV).

Member of network of researchers active in field of transition economies. Coordinated from Chemnitz

Track chair for main track „Organizational changes in institutional context“ on annual meeting of EURAM 14-17 May 2008 in Bled-Ljubljana.

Chair of the 3rd EIASM Workshop " Organizational Change and Development: Advances, Challenges and Contradictions", 26-27 September 2008, Bucarest, Rumania.

Chair of conference “Scientific research at business schools”, 18 November 2008, Tallinn.

Member of the committee for annual conference of International Academy of Business and Economics (IABE) [Thessaloniki, Greece, June 5-7, 2009.](#)

Member of the Program committee for the European Conference Management Leadership and Governance (ECMLG) in Athens, Greece on the 5 - 6 November 2009.

Member of board of Estonian-French project about gender equality (Eesti ja Prantsusmaa partnerlusprojekti meeste ja naiste võrdõiguslikkus – tõhusate ja jätkusuutlike ettevõtete põhimõte ja eesmärk juhtkomitee liige).

Member of research group about work-life at Ministry of Social Affairs (Sotsiaalministeeriumi tööelu uurimisgrupi liige)

Madis Habakuk

- European Foundation for Management Development, member of Supervisory board;
- Central and East European Management Development Association, board member;
- European Association for International Education, member;
- International scientific journal „Problems and Methods in Management“, member of editorial board

- Baltic Journal of Management, National Scientific Editor;
- Tallinn Directors Club, board member.

NAME: Tõnu Kaarelson

TITLE / POSITION: director of management institute, lecturer

TOPIC: Strategic human resource management
Gender equality in Estonian private enterprises

ABSTRACT OF THE RESEARCH

In 2008 the problem of connections between human resource management practices in organisations and cultural practices in society was studied based on CRANET surveys and GLOBE study. The result of the study was article written with R. Alas and K. Niglas *Human resource management in cultural context: empirical study of 11 countries* and published in EBS Review.

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Articles about gender equality and human resource management in Estonian enterprises were published in *Problems and Perspectives in Management*.

MEMBERSHIP

- Estonian Consultants Association

PARTICIPATION IN WORKSHOPS, MEETINGS

- EBS 20th Anniversary Conference on the November 18

Mait Raava

American Psychological Association

Strategic Management Society

International Association for Research in Economic Psychology

The Strategic Planning Society

Academy of Management

Participation in network meetings, workshops

Alas, R. EIASM Academic Council meeting, 5-6 October, Berlin.

Grants:

Alas, R: ETF grant nr. 7537. The experiences and trends of organizational changes in Estonian enterprises. 164 000 EEK+ 20% for overheads.

Ruth Alas participated in ETF grant nr. 7018 (University of Tartu): Service organizations from the perspective of organizational behaviour: some influencing factors and trends.

Grant from Shou University in Tokio (40000 Jeen)

Grant from North Colorado University (4000 USD) Alas, R.

Events:

Conferences / seminars / workshops organised by the department

Institutes organized international scientific conference “Scientific research at business schools”, 18 November 2008, Tallinn.

Events planned in 2009:

4th EIASM Workshop " Organizational Change and Development: Advances, Challenges and Contradictions", 10-11 September 2009, Krakow, Poland.

DEPARTMENT: Entrepreneurship

Researchers / faculty members involved in research activities: Tiit Elenurm, Katri Kerem, Riina Koris, Jaanika Oper

Main topic(s) in 2008 at the department:

- Change management and knowledge transfer in learning organisations and East-West co-operation networks;
- International competitiveness and organizational change in the context of European integration;
- Imitative, innovative and co-creative entrepreneurial orientations and related entrepreneurship education practices;
- Place marketing
- Branding of knowledge-based organizations
- Learning practices and teaching methods for developing intercultural flexibility and networking skills of students and entrepreneurs, applying cross-cultural student teams for company projects.

Main research projects / activities:

Follow up interviews and analysis on Implications of EU membership on strategies and staff mobility prospects of Estonian enterprises.

Development of the Entrepreneurship specialization of EBS MBA taking into consideration research results in the field of entrepreneurial orientations.

Participation in the 1st stage of E-World project on features of successful entrepreneurs.

Grants: Application for EU FP 7 project “Social Responsibility Through Innovation – Target, Process and Outcome Impacts” in co-operation with the Helsinki School of Economics

Partners: Helsinki School of Economics, Henley Management College

Collaboration with other institutions in projects:
management and social sciences departments of EBS

Involvement in networks:

European Conference of Knowledge Management organizing network; Estonian Association of Management Consultants.

Planned research activities for 2009:

To develop in co-operation with the management department and the social sciences department new research initiatives that link research ideas in the field of entrepreneurship, knowledge management, innovation and business ethics. To study features of successful entrepreneurs in co-operation with professor Ruth Alas in the international E-World project.

To develop and integrate research on knowledge management for SMEs, intercultural communication, virtual networking tools, e-commerce and place marketing. To develop research on customer orientation in business education and applied action that supports pedagogical concepts for developing the Entrepreneurship specializations of MBA.

To involve new doctoral students to joint research activities of the entrepreneurship department. To participate in the EU 7th framework project that links innovation, entrepreneurship and social responsibility.

To continue research projects on studying readiness of EBS students and entrepreneurs for imitative, innovative and co-creative entrepreneurship and the research project on information and orientation of EBS students for participation in international knowledge sharing networks.

To continue the research activities on the entrepreneurial cross-cultural flexibility development methodology at Dauphine school research centre in France.

NAME: Tiit Elenurm

TITLE / POSITION: Professor, Head of the Entrepreneurship Department

TOPICS:

1. Change management and knowledge transfer in learning organisations and East-West co-operation networks.
2. Management training and consulting as tools for developing knowledge management practices and international transfer of new management ideas.
3. Entrepreneurship orientations as the basis for developing future and present entrepreneurs.

ABSTRACT OF THE RESEARCH

Knowledge transfer between student teams and SMEs and cross-cultural networking was in 2008 studied by using action research approach that involved international student teams in 19 company projects. Business students involved in the Erasmus student exchange and Estonian students participate in international project teams that offer international information monitoring and gatekeeper services to SMEs. International project teams can also create learning drivers for entrepreneurs by challenging some of their established views. International student teams have been introduced in 2008 to company projects. Development of this action research direction is based on synergy between e-learning, cross-border student exchange and knowledge sharing between small and medium-sized enterprises and international student teams. Ideas based on Kolb (2005) learning cycle and Nonaka and Takeuchi (1995) SECI model of socialization, externalization, combination and internationalization can be more efficiently applied if specific information about competences and priorities of Erasmus exchange students could be analyzed already before involving them to the action learning process. The main barrier to applying the

creative synergy of cross-cultural teams in action learning is not limited analytical skills, but the lack of the real time cross-cultural communication competence within the teams and challenges of aligning different learning priorities of students. Recent research results have been presented in 2008 at the SMU EDGE international conference “Bridging the Gap” in Singapore, at the EBS anniversary workshop Business School research in the 21st Century and published in the Baltic Journal of Management.

Research on management training and consulting as tools for developing knowledge management practices, international transfer of new management ideas and implementing the concept of learning organizations focused on strategic adaptation of Estonian enterprises to European integration. The research question has been: what are the main patterns of internationally competitive business development and related organizational change and learning drivers for managers in a transitional country in the European integration process? 87 enterprises from food processing, transportation and logistics, wood and furniture, information technology, mechanical engineering, textiles and professional services as industries directly influenced by EU accession were earlier involved in the survey that is in 2008-2009 used as the departure point for follow-up interviews by involving MA and MBA students. The research paper "Free movement of labor and strategic human resource management challenges in new European Union member states: a study of Estonian enterprises" that was prepared in co-operation with Ruth Alas and Jana Laar has been accepted for publication in the International Journal of Human Resources Development and Management. The paper analyses human resource mobility data that were collected during the research project. Another publication with Ruth Alas as co-author has been published on impact of joining the European Union on competitive advantage according to the position of the company in the value chain.

Comparative results of the project for studying entrepreneurship orientations of EBS students and Finnish students have been published in the European Journal of International Management, co-author Aarni Moisala. Results of the entrepreneurship orientation research have been in 2008 applied in the Entrepreneurship specialization of EBS MBA by introducing a course on Entrepreneurship orientations and entrepreneurship but also as an approach for linking different elements of the curriculum.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS

Participation in preparing EU 7th FP project application “Social Responsibility Through Innovation – Target, Process and Outcome Impacts”

RESEARCH-ADMINISTRATIVE EXPERIENCE

The committee of the European Conference on Knowledge Management

MEMBERSHIP

Member of the Editorial Board of "Electronic Journal of Knowledge Management (EJKM)".

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

Economy and Communication.

Member of the Estonian Consultants Association. Member of the Estonian Association of Economic Science.

NAME: Peeter Kross

TITLE/POSITION : PhD, Rector

RESEARCH-ADMINISTRATIVE EXPERIENCE

Member of the Editorial Board of Vytautas Magnus University scientific journal 'Organizacijų Vadyba'

MEMBERSHIP

EFMD

PARTICIPATION IN WORKSHOPS, MEETINGS

Participating and presenting EBS at the Annual meeting of EFMD in Oslo

NAME: Katri Kerem (on maternity leave)

TITLE/POSITION : Associate professor

TOPIC: Adoption of internet-based insurance services

ABSTRACT OF THE RESEARCH

It is a new topic that was explored during a supervision process of two students with an aim to find new areas of research.

NAME: Elena Pruvli

Title/POSITION: Lecturer

TOPIC: 1) The role of intercultural communications in entrepreneurship. 2) Communication styles and the practical aspects of the style flexibility development. 3) Stages of the intercultural sensitivity and the training methodology: from ethnocentric to ethno-relative stages.

ABSTRACT OF THE RESEARCH

The research is concentrated on working out the general methodological issues: how to evaluate the communication styles compatibility and awareness and to raise the context flexibility. Experiment and observation are the main methods of the research at the current stage including a direct stimulus-response model. Some of the results are waiting to be published at Dauphine University as a part of a book on the entrepreneurs' case studies in the different cultural environments. Majority of the

results are in a practical use while conducting Intercultural Communication training in different focus groups.

MEMBERSHIP

- 1) The member of the international organising committee for the IP “International marketing contest-1”.
- 2) The member of the Dauphine University, Paris, France international research group.
- 3) An intercultural trainer for the “Learning entrepreneurship and Erasmus Mundus project.”
- 4) An intercultural coach for the “Global Voice” initiative (Euromed project, Mediterranean co-operation organisation).

PARTICIPATION IN WORKSHOPS, MEETINGS

- 8th European Summer University, ENTREPRENEURSHIP in EUROPE, September 18-24.
- « Innovations in Pedagogy » September 18-24, 2008, Paris, France, Paris Dauphine University
- EBS 20th anniversary conference. *Business School research in the 21st Century*, 18.11.08, Tallinn, Estonia, Estonian Business School.
- BEST-Estonia. BEST: Board of European Students of Technology workshop on sales practices, 09.12.08, Workshop at the Technical University of Tallinn, Tallinn, Estonia.

NAME: Riina Koris

TITLE / POSITION: Lecturer of Marketing and Branding

TOPIC: Branding of Higher Educational Institutions

ABSTRACT OF THE RESEARCH

The doctoral thesis will concentrate on customer orientation as a dimension of institution of higher education. The empirical part of the thesis will involve six international providers of business education in Nordic countries. The result of the thesis will yield insight into whether and how customer orientation is currently practiced and whether the phenomenon as such contributes to a strong brand of an institution of higher education.

PARTICIPATION IN WORKSHOPS, MEETINGS

Organisation and participation in the 2008 BMDA conference in Vilnius. The main stress of the conference was on leadership as well as leadership skills. May 2008, Lithuania, Vilnius, ISM

EBS 20th anniversary conference. Research experiences in EBS: 18.11.08, Tallinn, Estonia, Estonian Business School.

DEPARTMENT: Department of Accounting and Finance.

Researchers / faculty members involved in research activities: **Andres Vesilind, Eve Lamberg.**

Main topic(s) in 2008 at the department: Updating the curriculum, Quantitative models in investment management, Implementation of e-learning in financial accounting course.

Main research projects / activities: Quantitative models in investment management, Implementation of e-learning in financial accounting course.

NAME: Andres Vesilind

TITLE / POSITION: Docent

MEMBERSHIP: CFA Institute

NAME: Eve Lamberg

TITLE / POSITION: lecturer

TOPIC: e-learning implementation in financial accounting course

ABSTRACT OF THE RESEARCH

Description of the research topic.

Overall aim of my introductory accounting course: students should raise the awareness of *accounting activities* carried out by accountant whatever means, procedures or technology to make value-added decisions. There is considerable evidence that teachers, when first developing e-learning approaches, replicate their normal face-to-face (f2f) approach rather than exploit opportunities opened up by the information technology (IT). Students should learn data processing skills where IT is present to improve data presentation, to decrease amount of time on data processing and to improve the process of making connection between the input and output of accounting information system (AIS).

Reflection on the present situation.

Accounting textbooks describe both **manual** and effective **computerized** AIS in organizations, but the gap between real life learning and practice has widened:

- Accounting textbooks implement **manual data processing** (*recording, posting, summarizing, analysing, adjusting, reporting and closing*), constructed over 500 years ago (in 1494) by Italian mathematician [Pasioli](#). To my mind AIS that emulates manual AIS (pen and paper tools) and is stored as a spreadsheet electronic document do not raise students' understanding of *accounting activities*.
- Effective computerized AIS is similar to a black box because student do not understand connection between the input and output of AIS. To my mind this AIS do not help students to understand *accounting activities* between input (business activities) and output of AIS (financial statements). If a student put 'garbage in'

then s/he get 'garbage out' (*garbage in garbage out* – GIGO rule).

Computerization makes it more important to understand *accounting activities*.

Induced by the present situation I have developed a new spreadsheet-based AIS model, which learners can both investigate and change to increase meaningful learning and to improve learners' understanding of *accounting activities*.

Developmental goals

My developed spreadsheet-based AIS model aims to help students to solve a well-structured accounting problems, develop the students' skills of analysis of data, develop the students' skills of making measurements; promote students' skills of decision making in small organizations.

My developed spreadsheet-based AIS model should help students to enter AIS course better prepared which will focus on processing data (collecting, storing, securing) and communicating of accounting information as the activities of information systems.

Research method

With regard to developmental goals I utilize **action research** in my Financial Accounting course. I am focusing on micro teaching / learning issues such as data processing where information technology (IT) is absent and present in financial accounting to improve the quality of student learning rather than broader issues such as the nature and purpose of accounting education.

Spreadsheet enables to store and retrieve *data*, process data into *information* and convert information by producing *knowledge* i.e. financial statements and graphs to make value-added decisions. The focus is shifted from debit-credit rule memorization to information system. Modelling approach provides student with knowledge that helps derive the codified rules of debit and credit and remember them longer.

Results of e-learning implementation in financial accounting course

The Estonian E-learning Development Centre has developed *e-learning quality standards* for higher education. These standards include: general instructions, how the web-based course should be built up and how the course should be carried out.¹ My blended financial accounting course is referred to "E-kursuse kvaliteedimärk 2008" and is a candidate of "Aasta e-kursus 2008/2009"² My e-learning applications are mainly used for *assessment for learning* purposes. The design of web-based course greatly depends on the willingness and skills of teachers.

Planned research activities for 2009

EPortfolio for learning implementation is my development area of e-learning.

MEMBERSHIP Eesti Majandusteadlaste Seltsi (EMS)

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMS

Open University of Catalonia "EUROPEAN CERTIFICATE IN E-LEARNING COURSE DESIGN AND TEACHING". April 12 – July 20 2007 and September 19 2007 – February 15 2008. 20 ECTS.

Estonian E-learning Development Centre and Richland College "Multimedia training" March 10 – 14 2008. 40 academic hours.

¹ See more <http://www.e-uni.ee/index.php?main=230>

² See also http://www.e-ope.ee/opetajatele/kvaliteet/kvaliteedimark_2008

Tartu Ülikooli avatud ülikooli veebipõhine täienduskoolitusprogramm “*E-kursuse loomine õpikeskkonnas Moodle*” April 14 – May 25 2008. 3 ECTS.

Tartu Ülikooli avatud ülikooli veebipõhine täienduskoolitusprogramm “*Õppevideote loomine*” September 15 – October 19 2008. 1,5 ECTS.

Tallinna Ülikooli e-õppejõu kesktaseme koolitusprogramm “*Töö allikatega, viitamine ja viidete haldamine* ” October 06 – November 30 2008. 1,5 ECTS.

Tallinna Ülikooli e-õppejõu kesktaseme koolitusprogramm “*Personaalsed õpikeskkonnad*” October 30 – December 30 2008. 3 ECTS.

DEPARTMENT: **Behavioural Sciences**

Chair: **Jaan Ennulo**

Researchers / faculty members involved in research activities: **Jaan Ennulo, Mari Kooskora, Kati Tillemann, Tiina Tšatšua, Irina Nelissova**

NAME: Jaan ENNULO

TITLE / POSITION: Chair of Behavioural Sciences

TOPIC: Rational and intuitive decision making

ABSTRACT OF THE RESEARCH (lühike ülevaade tehtud töö teemadest, uuringu eesmärkidest, uuringumeetoditest, saadud tulemustest)

MEMBERSHIP

Member of EBS Senate,

Member of the Euroscience Estonia (A European Association for the Promotion of Science and Technology)

Tallinn House of Scientists, Chair of Revision Committee

NAME: Mari Kooskora

TITLE / POSITION: lecturer, head of the Centre for Ethics

TOPIC:

Topic: **Understanding Corporate Moral Development in the Context of Rapid and Radical Changes – the Case of Estonia**

ABSTRACT OF THE RESEARCH

The dissertation focuses on business ethics by researching the phenomenon of corporate moral development (CMD) within the context of a society experiencing rapid and radical change – Estonia. The study consists of two parts: an introductory essay and five articles. The introductory essay explains the key topics, outlines how the articles relate and highlights the theoretical and practical contribution that this dissertation represents.

The research argues that social phenomena are context-dependent and should be studied and understood as such. Consequently, the research adopts the idea that it is important to consider the wider societal context and history in order to understand CMD in businesses organizations.

The model by Reidenbach and Robin (1991) is used, considering the societal context in which a business organization operates. In particular, the following research question is answered: How can different stages of CMD be described and

conceptualized when contextual influences on the Estonian business community during radical political, economic and social changes are taken into consideration?

The phenomenon is studied from three different angles – corporate governance, corporate social responsibility and ethical leadership – and in terms of how it can be enhanced through teaching. The dissertation applies both descriptive and normative knowledge, and makes three main contributions to prior literature, firstly by providing a holistic and rich description of the phenomenon from the viewpoint of the development of Estonian society during 1985-2005; secondly by investigating it from the contextual perspective, with particular attention paid to political, economic and social environments and thirdly by offering a practical contribution to present-day Estonian organizations and their managers.

As a result of this study the conceptual model of CMD was re-conceptualized by adding two lower stages that describe and conceptualize the impact of transformation in society. The results show that there has been clear progress in CMD in the Estonian business community.

The results suggest that the changes are caused by external sources, while internal forces had less impact. Therefore the model of CMD needs to be completed so that the triggers do not always have to come from within business organizations, but also from external forces. Further the research showed that in order to strengthen CMD in Estonian business life, particular attention should be directed at developing and implementing societal norms as a basis for sustainability in business and teaching business ethics and corporate social responsibility as a priority in business schools. In general it can be said, that the 'modern' business environment in Estonia is very young and companies are still coming to understand new methods and new paradigms such as corporate moral development.

Key-words: corporate moral development, business leader, case study, change, Estonia, ethics in business

RESEARCH-ADMINISTRATIVE EXPERIENCE

Editor of EBS Review

Head of EBS Centre for Ethics

Member of the Evaluation Committee of EBS Students Research work competition 2008

Member of the preparation team of EBS self-report for PhD programme Accreditation
Organiser of an international scientific seminar

Reviewing paper contributions for the SJM (Scandinavian Journal of Management)

Reviewing paper contributions for the special issue of the Journal of Business Ethics

Member of the Evaluation Committee of Tallinn City Council competition 'Responsible Entrepreneur 2008'

Member of the Working and Evaluation Committee of CSR Forum and Newspaper Äripäev indexing 'Responsible Entrepreneur 2008'

MEMBERSHIP

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

Member of the Open World Initiative (OWI)
Member of the IESE Alumni Association
Member of the EABIS PhD Network on Business & Society, CSR
Member of the Research Network of Finnish Ph.D. CSR students (CSR tutkimusrinki)
Member of Nordplus Network
Visiting faculty of University of Jyväskylä, Finland
Visiting faculty of Polytechnic of Jyväskylä, Finland

PARTICIPATION IN WORKSHOPS, MEETINGS

- OECD Workshop-meeting, Fighting corruption, Estonian Justice Ministry January 17, 2008, Tallinn.
- Workshop-meeting, Indexing CSR in Estonia, CSR Forum, February, 4, 2008, Tallinn.
- Workshop-seminar, Indexing CSR in Estonia, Estonian Business School, March, 20, 2008, Tallinn.
- International anti-corruption conference 'Business Ethics against corruption', April 8, 2008, EBS, Tallinn.
- Roundtable meeting 'Responsible Entrepreneur 2008' in Tallinn City Council, Sept, 17, 2007, Tallinn.
- International e-publishing workshop / conference, Estonian National Library, October, 27, 2007, Tallinn.
- Norwegian Day. Introduction to CSR and practical experiences. Royal Norwegian Embassy, Estonian Business School. October 30, 2008. Tallinn, Estonia.
- EBS 20th anniversary conference. Business School research in the 21st Century, EBS, Tallinn, Estonia, November 18.
- Workshop-meeting, Indexing CSR in Estonia, CSR Forum, EBS, December 9, 2008, Tallinn.

Seminar organised in 2008:

Conference-seminar on CSR indexing in Estonia. CSR Forum Estonia, EBS, March 20, Tallinn, Estonia. Estonian Business School, Lauteri 3, Tallinn.

NAME: TIINA TŠATŠUA

TITLE / POSITION: lecturer

TOPIC: Research on the birth and development of Estonian state protocol pre 2nd World War. Revised version of the research.

RESEARCH-ADMINISTRATIVE EXPERIENCE

Preparation and organization of EBS Students Conference
Participation at the work of EBS Marketing team
Co-ordinating the work of Public Relations and Business Communication lecturers

MEMBERSHIP

- Member of the Estonian Public Relations Association.

NAME: **KATI TILLEMANN**

TITLE / POSITION: Lecturer, on maternity leave since September 2007, until April 2009

TOPIC: Psychology/Sociology/Organizational Behavior

ABSTRACT OF THE RESEARCH:

Estonian managers and work, with special emphasis on burnout, work and family interface and work environment. Questionnaire (both mailed and over internet) study done in 2007, in co-operation with organizational psychologists from Jyväskylä university, Estonian study preparation (translations, mailings, internet version etc.) and data collection/entry done solely by K. Tillemann. 416 respondents: 172 women and 244 men, aged 22-77 (mean age 41). Managerial position: 48% were top managers, 35% were middle managers and 17% first-level managers. Preliminary results include validation of the Bergen Burnout Inventory and a related article in preparation. In April 2008, personality questionnaire was administered (EPIP-NEO, in collaboration with Rene Mõttus from Tartu University) to the respondents who had identified themselves.

Collaborative paper from the study on work-family issues conducted in 2005 in over 30 countries by various research teams and in Estonia by Kati Tillemann, submitted to Journal of Applied Psychology in February 2008, Where are the World's Hardest Managers? A Cross-National Examination of the Role of Situational Constraints in the Workload-Strain.

On the study conducted by a research team in Finland and by Kati Tillemann in Estonia on occupational health issues of managers in 2007, collaborative paper in works, to be submitted in 2009, Bergen Burnout Inventory validated across Finnish and Estonian managers. Writers: Salmela-Aro, K., Rantanen, J., Hyvönen, K., Tilleman, K., & Feldt, T.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS

Paper questionnaires printed by Jyväskylä University, mailing sponsored by EBS.

DEPARTMENT OF INFORMATION TECHNOLOGY

Researchers / faculty members involved in research activities:

Peeter Lorents: Structures and intellect.

Enn Tõugu: Modularity of knowledge.

Toomas Kaevand: Large-Scale computer simulation.

Indrek Kaldo: Approximate methods.

Main research projects / activities:

Structural aspects of the theory of knowledge and (artificial) intelligence.

Electronically conducting polymers: multi-scale modelling of the morphology

Partners: **CCD COE (Cooperative Cyber Defence Centre of Excellence), TTU**

Collaboration with other institutions in projects:

CCD COE (Cooperative Cyber Defence Centre of Excellence), TTU

Planned research activities for 2009:

1. Lattices of knowledge-based systems
2. Informational value of knowledge and data
3. Multi-scale modelling of electronically conducting polymers

NAME: Peeter Lorents

TITLE / POSITION: Professor, Chair of the IT department

TOPIC: Structural aspects of the theory of knowledge and (artificial) intelligence.

ABSTRACT OF THE RESEARCH

In this work, we consider intellect as the capability of the system to operate with knowledge. By defining knowledge as ordered pairs of notations and denotations, we can describe operations on knowledge with functionals of various type. Also, by taking into account the nature of systems, we can create a specific taxonomy – KOSIT –, in order to construct a three-dimensional structure for classifying and systemizing various types of intellect.

The aim of the present work is also to give an explanation of knowledge as the ordered pairs of notation and denotation and the presentation of these by concept maps by J.D. Novak, computational models by E. Tyugu and semantic networks.

We use the fundamental relation of notation-denotation when defining knowledge. This relation is, first of all, applicable on sets, but it can be used as well for structures. Computational models are created by E. Tyugu as tool for structural synthesis of programs. Semantic networks mean conceptual graphs, which are compiled according to certain connection rules.

PARTICIPATION IN WORKSHOPS, MEETINGS

1. International Conference on Artificial Intelligence and Pattern Recognition (AIPR-08) , July 7-10 2008

2. The 2008 World Congress in Computer Science, Computer Engineering, and Applied Computing, IC-AI 08, July 14-17, 2008, Las Vegas, USA
3. Civil Communication Planning Committee (CCPC) in EAPC format. CCPC Seminar 2008. 20-21 October. Government Communication Centre. Luxembourg.
4. The National Risk Conference 08. London. December 10.
5. 15.04 - 18.04 NATO Cyber Defense Workshop. Barcelona, Hispaania.
6. 09.09. - 12.09. NATO Network Enabled Capabilities Seminar. Ede, Holland.
7. 24.09 - 25.09 Osalemine ettekandega konverentsil "C4ISR, Robot Platforms, and Sensor Conference; Ensuring Secure Information Sharing from Sensor to Responder Conference". San Diego, USA.
8. 29.09. Osalemine ettekandega USA Kongressi ja mitmete valitsusasutuste esindajatele. Washington DC, USA.
9. Conferences in San Diego, Washington, Mons, Plymouth

Information technology – web services (Prof. Enn Tõugu)

Composition of distributed computing software. The goal is to develop methods and tools applicable at web service implementation. Methods and results: higher order workflow has been introduced and applied to composition on web services. One journal paper has been published, two international conference talks presented.

Partners:

Communication and Information Systems Training and Development Centre of the Defence Forces.

Collaboration with other institutions in projects:

MOD, Communication and Information Systems Training and Development Centre of the Defence Forces, Ministry of Interior, Hansapank, EMT, Eesti E-Tervise SA, SEB Eesti Ühispank, Riigi Infosüsteemide Arenduskeskus, Elion, Sertifitseerimiskeskus, EBS, EENet, AS Cybernetica.

Involvement in networks, memberships:

Enn Tõugu

- Estonian Academy of Sciences
- IEEE Computer Society
- Estonian Information Technology Society

Sponsorship, international and local grants

Tõugu, E. Estonian Science Foundation Grant No. 6886.

Research-administrative experience

Enn Tõugu:

Tõugu, E. Member of the board of the Estonian Academy of Sciences

Tõugu, E. Member of editorial/advisory boards of international journals:

- Knowledge-Based Systems (Elsevier) - advisory editorial board
- Computing and Informatics (Slovak Acad. Sci.)- editorial board

MEMBERSHIP

Estonian Academy of Sciences

IEEE Computer Society

Estonian Information Technology Society

Department of Economics

Researchers / faculty members involved in research activities:

Jüri Eintalu
Karmo Kroos
Robert Pefferly
Alari Purju

Main topic: Institutional change and economic development

Main research projects / activities:

Grants:

The World Bank Project Growth and Development, a case study “Estonia’s Economic Development: Trends, Practices, and Sources” (Pefferly, Purju);

The Estonian Human Development Report (Purju)

Partners:

Collaboration with other institutions in projects:

Tallinn University of Technology, Faculty of Economics and Business Administration, Estonian Institute for Future Studies, Turku School of Economics and Business Administration, Lappeenranta University of Technology, Baltic International Economic Policy Research Centre, Riga, Stockholm School of Economics in Riga.

Involvement in networks:

The Commission of Growth and Development

Conferences / seminars / workshops organised by the department (please include the program):

Module “Economic Development around the Baltic Sea” for 20th Anniversary Conference at EBS, 18 November 2008.

Other organised scientific / research events:

Semester seminars on teaching problems, 10 December 2008

Planned research activities for 2009

Papers based on the Report of the Commission on Growth and Development.
Estonian Scientific Foundation Grant proposal.

NAME: Alari Purju

TITLE / POSITION: Professor

TOPIC: Institutional change and economic development

ABSTRACT OF THE RESEARCH

The World Bank paper is a case study of an open small economy whose development and growth is based largely on foreign trade and foreign direct investment (FDI). One purpose of the paper is to uncover the causes that have created such a development pattern. The country's transition to a market economy has been enhanced by integration with the European Union (EU), which was very important in evolution of institutions. Other research in this case study concerns the role of external anchors upon economic development, that is, mandates that reflect the values, objectives and aims of socioeconomic alliances, and which also frame Estonia's economic policy. One conclusion of the paper is that the EU integration process played an important role in creating and supporting development of a liberal, private sector-based market economy. Implementation of the rules, standards, and norms helped to increase the competitiveness of Estonian companies by improving market access to the EU and other markets. The external anchor concept is worth to the role of international agents.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS

RESEARCH-ADMINISTRATIVE EXPERIENCE

Director, Institute of Social Sciences

Team leader, The World Bank Project Growth and Development, a case study "Estonia's Economic Development: Trends, Practices, and Sources";

MEMBERSHIP

The Estonian Association of Economists, member, 1981-;

The American Economic Association, member, 1995-

European Association for Evolutionary Political Economy (EAEPE), 2005-

European Advisory Committee on Statistical Information in the Economic and Social Spheres (CEIES), member, 2005-

NAME: Karmo Kroos

TITLE / POSITION: Lecturer

TOPIC: Role of university (faculty) is social change

ABSTRACT OF THE RESEARCH

Available on request

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS

- ESF DoRa EEK 10746 for participation at the "Workshop on the New Challenges to the Economics of Business Schools and Universities"

- ESF Primus EEK 10000 for participation at the Max Weber Programme Conference "University Autonomy and the Globalization of Academic Careers"

RESEARCH-ADMINISTRATIVE EXPERIENCE

Wrote and submitted two research applications for funding my Ph.D. studies

MEMBERSHIP

-

PARTICIPATION IN WORKSHOPS, MEETINGS

"Workshop on the New Challenges to the Economics of Business Schools and Universities" ESSEC Business School, Cergy-Pontoise, 03-06.12.2008

"University Autonomy and the Globalization of Academic Careers" EUI, Firenze, 12.11.2008

"Comparative perspectives of development experiences in South America and Eastern Europe: Development and semi-periphery", TLU, Tallinn, 9.-10. 10.2008.

"Entrepreneurial research university as an engine for development of society" TTU, Tallinn, 16.09.2008

NAME: Robert Pefferly

TITLE / POSITION: Associate Professor

TOPIC: Economics, Mathematics, Statistics, Econometrics

MEMBERSHIP

American Statistical Association
European Mathematical Society
Institute of Mathematical Statistics
London Mathematical Society

American Chamber of Commerce
Danish-Estonian Chamber of Commerce
Rotary International

DEPARTMENT: Institute of Foreign Languages

Researchers / faculty members involved in research activities: **Ludmilla Podolski, Aet Toots, Jaanika Sarv**

DEPARTMENT: Institute of Social Sciences

Chair: Law and Public Administration

Researchers / faculty members involved in research activities: professor Arno Almann, professor Olav Aarna, lecturer Urmas Arumäe, lecturer Maarja Murumägi (MA)

Main topics in 2008 at the department based on the EBS research strategy and general research field:

- 1) Management of public organizations and legal relations in public administration organization;
- 2) Functional, organizational and legal arrangement of public and private sector collaboration;
- 3) Education-strategic process in Estonia and formation of knowledge-based society.

Main research projects / activities:

Professor Arno Almann-

- a) Individual research project: Legal organisation of the public administration organization and local-self government.
Partner: Ministry of Justice, Estonian Regional and Local Development Agency
- b) Individual international expert project - Public sector Reform Project in Tajikistan - funded by International Development Association (IDA) and World Bank.
- c) Key expert in the EU project: Modernize Human Resources Management within the Romanian Civil Service (EuropeAid/123509/D/SER/RO)

Professor Olav Aarna-

- a) Leader of the program „Learning Estonian“ in the role of the manager of Education Forum.
Partners: Education Forum, Estonian Ministry of Education and Research

Lecturer Maarja Murumägi-

- a) Individual research project - functional, organizational and legal arrangement of public and private sector collaboration.
Partners: Estonian Regional and Local Development Agency, Enterprise Estonia

Involvement in networks: NISPAcee

Conferences / seminars / workshops organised by the department (please include the program):

In cooperation with National Development Foundation - International conference „Sovereignty: International and National Dimensions“ November 14, 2008 Tallinn, Estonia. Program of the conference is attached.

Other organised scientific / research events: Formation of a research team for the functional, organizational and legal arrangement of public and private sector collaboration research topic. As a result two bachelor thesis of the above mentioned topic were successfully defended.

Planned research activities for 2009:

1. Participation in international projects of research and consulting:

Prof. Arno Almann

Implementation of the public administration structure improvement concept in the Republic of Tajikistan.

Partner: Public Sector Reform Project in Tajikistan funded by International Development Association (IDA) and World Bank .

2. Research projects in Estonia:

- 2.1. Prof. Arno Almann, lecturer Maarja Murumägi, EBS MA and MBA students, participants of prof. Arno Almann master class.
Elaboration of public and private sector co-operation model for Estonia (based on analysis of existing PPP models)
Partners: Enterprise Estonia, Estonian Regional and Local Development Agency.
- 2.2. Prof. Arno Almann, lecture Urmas Arumäe (EBS doctoral student)
Estonian local- self government functional, organizational and legal model.
Partners: Estonian Regional and Local Development Agency, Association of Estonian Cities
- 2.3. Prof. Olav Aarna Elaboration in Estonian long-term education strategy
Partners: Education Forum, Estonian Ministry of Education and Research

NAME: Arno Almann

TITLE / POSITION: professor, head of the chair

TOPICS AND RESEARCH RESULTS:

1.1. Individual research project: Legal organisation of the public administration organization and local- self government

Research result:

- Eesti Vabariigi Põhiseadus. Kommenteeritud väljaanne. Tallinn, 2008. XIV peatükk. Kohalik omavalitsus. Dr. iur. Vallo Olle, prof. Arno Almann, PhD Ülle Madise, Jüri Liventaal.

1.2. Individual expert in the project - Public sector Reform Project funded by International Development Association (IDA) and World Bank

Research result:

- Concept of improvement of public administration structure in the Republic of Tajikistan. Approved by the Decree of the President of the Republic of Tajikistan in September 2008.

1.3. Key expert in the EU Project: Modernize Human Resources Management within the Romanian Civil Service” (EuropeAid/123509/D/SER/RO)

Research results:

- Review of the legal responsibility of Ethic Councilors based on the legal acts regulated Romanian civil service and recommendations for consolidate and extent the network of ethic councilors

- Theoretical and methodological sources in the field of monitoring of civil service and implementation of legislation In Romania

Research results by topic 1.3 are included into project final report.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS: None

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Since August 2007 until December 2008 advisor for Civil Service Department under The President of Tajikistan. Public Sector Reform Project funded by International Development Association (IDA) and WB.

MEMBERSHIP: NISPAcee

PARTICIPATION AT CONFERENCES / SEMINARS

Almann, Arno. Participation in the panel discussion: Do the EU and Ukraine Have Common interest? Europe Ukraine Forum. 27-29 February, 2008 Kyiev, Ukraine.

Almann, Arno. Participation in the panel discussion: „Sovereignty as Superiority of Fundamental Laws“. International conference: „Sovereignty: International and National Dimensions“November 14, 2008 Tallinn,

NAME: **Urmas Arumäe, MBA, LL.M**

TITLE / POSITION: PhD student

TOPIC: **“Organizational and legal procedure for delegating territorial communities' local government-related functions to persons governed by private law”**

ABSTRACT OF THE RESEARCH:

There are discussed following main issues:

1. What is the territorial community;
2. Public Administration and Responsibility (Accountability);
3. Legal forms of co-operation of local governments and common or delegated management perspectives;
4. Administration Reforms in Estonia;
5. Community Convenience and Public Services;
6. Privatisation and PPP

The goal of the research is Doctoral Thesis and following book on the same topic. There will be used all relevant methods for legal research. It is planned to put together Doctoral Thesis as collection of essays and scientific articles. This means that at the present time author is writing essay. On August 2009 there will be 20th anniversary of beginning of Administrative Reforms in Estonia – this is good reason to write paper about Administration Reforms in Estonia.

Abstract of research is published in Juridica International “The Area of Responsibility of a Local Government at County Level and Possibilities for the Legal Organisation Thereof”

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Mayor of Viimsi – 2005-2008; Chairman of the Board of Union of Harju County Municipalities – 2007 – ...

MEMBERSHIP: Estonian Bar Association; International Bar Association; Estonian Lawyers Union

NAME: **Sven Heil**

TITLE / POSITION: PhD student

TOPIC:

STRATEGY CREATION IN RESTRUCTURING ENVIRONMENT:

Case of Estonian fix telecommunication operator transferring to competitive market in 1993-2003

ABSTRACT OF THE RESEARCH (lühike ülevaade tehtud töö teemadest, uuringu eesmärkidest, uuringumeetoditest, saadud tulemustest)

This case study presents an in-depth analysis of the creation of strategy in an environment that is restructuring by focusing on an Estonian fixed telecommunications operator in the period 1993 to 2003. The study is based on institutional, sensemaking and strategic management organizational theories. The overlapping of these theories and the focus of the study is the creation of the company's strategy in a restructuring and changing environment. This was a single case study where the main components were the questions, analysis, and criteria for interpreting the findings. The study shows how a company's strategy was externally imposed by institutional forces, as institutional forces directed managerial sensemaking; how a technically oriented company gave way to customer-centred logic; and how rapid changes in approach guaranteed the survival of many successful strategic activities on the market. The study explores three periods: the first period characterised by poor infrastructure and an immature telecommunications market; the second period characterised by preparing for competition before the telecommunications market opened; and, the third period characterised by market pressure after the telecommunications market became fully open. Finally, the study shows the key strategic decisions that were made and offers suggestions for other organizations undergoing change across periods that also markedly differ.

NAME: Madis Kallion

TITLE / POSITION: doctoral student, lecturer, Tallinn College of Tallinn University of Technology

TOPIC: Detsentralisatsiooni õiguslik korraldus avaliku halduse organisatsioonis
(Legal regulation of decentralisation in public administration organisation)

ABSTRACT OF THE RESEARCH

The volume, nature and scope of public administration responsibilities are constantly changing. Under the circumstances, the state functioning in public interests must inevitably take the changes into account and find ways to discharge the responsibilities in a more expedient, economical and efficient manner. In doing so, it has to be kept in mind that the responsibilities have to be discharged at as a close level to the citizen as possible. The principle of decentralisation and establishment and operation of appropriate decentralised administrative systems that have measured up to expectations in administrative practices are dominant in organisation of the modern society. Decentralisation of government has offered an opportunity to establish independent administrative entities that fulfil administrative functions as bodies governed by public law within the competence established by law.

The main question of research: if legal organisation of decentralisation for the model in public law is sufficient, that new or active institution will get efficiently to complete role of medium of indirect public administration and implementer in public interests in decentralised public administration organisation of Estonia.

The questions of research were following:

1. Pursuant to the General Part of the Civil Code Act, the body governed by public law is a legal person established pursuant to law and in the public interest. The topic was analysing theoretical conception of public interest and studying respective references.
2. During the last years in public administration organisation in Estonia has been used lots of concentrations (for example Financial Supervision Authority, Competition Authority etc) The main question is if such a concentration allows to carry out administrative functions efficiently. How these reorganizations affect the adoption of the principle of decentralisation?

RESEARCH-ADMINISTRATIVE EXPERIENCE

Review of final thesis: 1 master's thesis and 1 bachelor's thesis

Legal training for the management of Tallinn Technology Park development foundation., October 2008, Tallinn, Estonia

PARTICIPATION IN WORKSHOPS, MEETINGS

XXX days of Estonian layers, October 2008, Tartu, Estonia

NAME: Kate-Riin Kont

TITLE / POSITION:

Head of Acquisition Department of Tallinn University of Technology Library
MA in Information Science from the Tallinn University in 2004
PhD student at Estonian Business School in Management Science from 2007

TOPIC: Measurement of library effectiveness: financial management of university libraries in Europe.

ABSTRACT OF THE RESEARCH

The purpose of my doctoral thesis is to evaluate and compare the university libraries of Estonia with other university libraries in Northern Europe, also in Latvia and Lithuania. The first phase of library performance evaluation is based on the research of official library statistics in Estonia and Nordic and Baltic countries.

In the first chapter of the thesis i would try to give a thorough review about financial aspects of the libraries and librarianship in the context of the public sector organisations in Estonia, but also in Scandinavia and Baltic countries.

The library and information economics is the part of the field of econometrics and deals with the library statistics analyses. The surveys of library economics are nowadays a important part of the librarianship and tying with planning and management of library work. Libraries need to know investments (inputs) spent to offer services (outputs) in order to determine the perceived quality (quality assessment) and impact (outcomes) of those services/resources.

Library performance evaluation based on followed international standards:

* data collection based on standard ISO 2789: 2006 Information and documentation. International library Statistics;

* analyses effectiveness of library activities based on the standard ISO 11620:2006/2007 Information and documentation. Library performance indicators

MEMBERSHIP

Member of following committees of Estonian Librarians Assotiation (ELA):
Collection Management Committee and Terminology Committee.

NAME: Riinu Lepa

TITLE / POSITION: Doctoral Student

TOPIC: Sustainability in construction sector: framework for allocating environmental responsibility to construction service providers.

ABSTRACT OF THE RESEARCH

Research is a continuation of the author's Master thesis “Environmental Awareness as a Core Value in the Management of Estonian Construction Companies”, where the author identified the need for a framework for dividing the environmental responsibility of the construction sector, including both immediate and embodied effects, along the involved supply chain. Considering all the involved service providers in building sector and the life-cycle principle of a building, most of the buildings' environmental burden is in no one's responsibility. According to the respondents' opinion in author's previous research, the environmental impact of construction companies is mostly concerned with activities on the construction site and the construction waste. Most of the involved companies implement ISO 140001 standard, which allows the company to systematically keep producing of construction waste and risks on the construction site under control.

In the doctoral research the author is aiming to create a theoretical framework for allocating environmental responsibility in construction sector and make proposals for practical implementation of higher sustainability in Estonian construction sector.

During the first semester of doctoral studies, the author has mostly concentrated on preparatory work for the research. The author has been refining the research goals and going through theoretical material of the disciplines business ethics and environmental ethics.

The author has also created contact with Stockholm Environment Institute (SEI) Tallinn Centre regarding possible cooperation and funding possibilities within the research.

NAME: **Karin Liikane**

POSITION: Doctoral Student

TOPIC: **Knowledge Management for the Estonian financial sector: trends and development**

ABSTRACT OF THE RESEARCH:

The main topic of the research is concerned the knowledge management aspects in terms of relations between university and corporate customers (mainly banks) as well as financial customers (adult students).

Since 1995 I have been the unique opportunity to shape the development of Distance learning program for the financial sector in Estonia as a Project leader. At the end of 2006 the program was composed by eighteen courses (as 3CP to 6CP subjects) and the number of students participated since 1995 was more than 8,000.

The distance learning experience acquired from three perspectives was analysed:

- 1) Network management and curriculum design for the open universities in finance and banking
- 2) Collaborative learning and CRM in distance learning: objectives and indicators and success factors
- 3) Role of partnership in distance learning programs: limitation of communication canals in use

The following conclusions could be made based on the literature, interviews and questionnaires:

- 1) It is a great challenge for the university to offer the high quality training services based on the unique distance learning materials and specialist knowledge
- 2) The most critical success factor for the distance learning is not related to IT platforms rather than CRM
- 3) The program management in distance (including distance learning as well as distance job) can be successful only on the base of excellent networking model

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

- 1) Lifelong Learning Programme GRUNDTVIG grant for participation in Contact Seminar for Learning Partnership. Entrepreneurship in adult education: to turn creative and innovative ideas into action. Oct 1-5, 2008, Ischia, Italy
- 2) The Estonian Information Technology Foundation grant for participation in ICERI 2008 (International Conference of Education, Research and Innovation). Nov 17-19, 2008, Madrid, Spain

RESEARCH-ADMINISTRATIVE EXPERIENCE:

- 1) Project leader and scientific advisor: *Investment Management School*. Feb 8 – Dec 19, 2008. Distance Learning Program (9CP) in cooperation with Swedbank and Helsinki Business School at University of Tartu
- 2) Project leader and scientific advisor: *Investment Management School*. Feb 14 – Dec 11, 2008. Distance Learning Program (9CP) in cooperation with SEB Bank at University of Tartu
- 3) Project leader and scientific advisor in the application phase: *Distance Learning Course “Accounting I”* (3CP), University of Tartu in cooperation with Estonian Accountant Council
- 4) Expert in training of Trainers (Phrase 4): Development of Online Consumer Education Tools for Adults (DOLCETA Project EU).
- 5) E-Tutor for Distance Learning Program of 19 courses in Finance and Investment management School, University of Tartu
- 6) Implementation of the International e-learning platform Moodle 1.9 for Distance learning project (includes 19 courses and personal data for 320 students) and Investment Management School project (includes 4 modules and personal data for 52 students)
- 7) Implementation of Co-Site *At home and in the University*. University of Tartu and Real Estate web portal City24

MEMBERSHIP:

- 1) Foundation Member of the Board of the Bank Training Managers at Estonian Banking Association
- 2) Foundation Member and Regional Track Leader of the International Management Teachers Academy Alumni Association (IMTAA) at CEEMAN

PARTICIPATION IN WORKSHOPS, MEETINGS:

- 1) Workshop for Mentors at University of Tartu (1CP). Jan 28-30, 2008. Pärnu
- 2) Workshop for Visioners: Tallinn for the Financial Centre in Europe. Organized by Tallinn City Council. Feb 18, 2008. Tallinn
- 3) Closing Workshop for REDEL Project (E-õppe arendamine ja juurutamine kutseõppeasutustes ja rakenduskõrgkoolides). May 20-21, 2008. Pärnu
- 4) 35th EUCEN (European multidisciplinary Association in University Lifelong Learning) Conference. Promoting Active Citizenship in Europe The role of University Continuing Education and Lifelong Learning. 5-8 June, 2008. Edinburgh, UK
- 5) GRUNDTVIG Contact Seminar for Learning Partnership. Entrepreneurship in adult education: to turn creative and innovative ideas into action. Oct 1-5, 2008, Ischia, Italy
- 6) ICERI 2008 (International Conference of Education, Research and Innovation). Nov 17-19, 2008, Madrid. Spain

NAME: Ülle Pihlak

TITLE / POSITION: Doctoral student, Manager of EBS Entrepreneurship Centre

TOPIC: Organizational changes in Indian companies and comparison with similar changes in China and Estonia

ABSTRACT OF THE RESEARCH (lühike ülevaade tehtud töö teemadest, uuringu eesmärkidest, uuringumeetoditest, saadud tulemustest)

As I started my doctoral studies only in October 2008, I am on the phase of preparing myself to ask the right questions and to state the right hypotheses. I have managed to collect lots of relevant articles and researches. At the moment, I have a pretty good idea, what kind of researches has been done, their results and limits. I still need couple of months to go through all relevant books, articles and theses.

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None

RESEARCH-ADMINISTRATIVE EXPERIENCE

MEMBERSHIP

I am a member of Estonian Consultants' Association.

NAME: **Triin Raamat**

TITLE / POSITION: Doctoral Student, MBA in Organizational Behaviour,
Country Manager of CVO Recruitment Estonia

TOPIC: Usage of recruitment and assessment methods and
aspects that influence job applying decision

ABSTRACT OF THE RESEARCH:

The purpose of this paper is to consider usage of recruitment and assessment methods, also job applying decision and to clarify the aspects influencing it. The paper is based on the viewpoint of employer, whereby the main attention is paid to the aspects related with employer and his activity.

The purpose of the theoretical part of this paper will be to give an overview of different authors` approaches to the investigative topic and considers earlier researches. The empirical part of this paper will be to describe the research conducted within the frames of this paper, analyses the results and relates them to the theoretical views presented in the paper.

There will be several researches conducted – most of them are composed by the author of the paper and implemented only in Estonia (2009-2010), but also the paper will be included into the international research Cranet 2008/2009.

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RESEARCH-ADMINISTRATIVE EXPERIENCE

1. Cranet 2008/2009 project:
 - a. Participating in translation process of the original questionnaire of Cranet 2008/2009 (from English to Estonian).
 - b. Being responsible for editing the online version of the questionnaire (see http://www.eformular.com/triin_r/cranet2008.html).
 - c. Being responsible for composing the list of target group of the research in private sector (more than 200 companies, names and contacts of the contact persons).

2. Questionnaire for researching the usage of recruitment and assessment methods.
 - a. Gathering information about former research in the field.
 - b. Composing the initial questionnaire for the research in 2009.

NAME: LEA ROOSTALU

TITLE / POSITION: Dip BM, MBA, Doctoral Student (the 1st Course)

TOPIC: Sustainability Reporting in Management Information Model of Local Governments

ABSTRACT OF THE RESEARCH

The term “sustainability reporting” is synonymous with citizenship reporting, social reporting, triple-bottom line reporting and other terms that encompass the economic, environmental, and social aspects of an organization’s performance. On the one hand, the Aalborg Charter as a consensus declaration for European cities and towns toward sustainability gives them an order to create an information system for monitoring sustainable development, but on the other hand, lots of them (like the Tallinn town government) are not ready to do it. The problems are not technical as the researcher has proved in her master’s degree thesis. The researcher will inquire managers of Tallinn Town Organisation about their needs and using of financial and non-financial indicators. The aim is to compile a universal information system for all stakeholders.

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RESEARCH-ADMINISTRATIVE EXPERIENCE

Participation in organizing of the controlling conference in Tallinn, Oct. 22-23 (2008)
Participation in the project of the 2nd Responsible Business Index in Estonia (2008-2009)

MEMBERSHIP

2008 - ... ICV (*Internationaler Controller Verein* – the International Controller Association)

PARTICIPATION IN WORKSHOPS, MEETINGS

Regular meetings of Estonian controllers’ team

NAME: Ülle Übius

TITLE / POSITION: doctoral student

TOPIC: Innovation management, learning organization

ABSTRACT OF THE RESEARCH (lühike ülevaade tehtud töö teemadest, uuringu eesmärkidest, uuringumeetoditest, saadud tulemustest)

The title of my bachelor`s thesis is: Analysis of change process in a business and in a public organization. In the empirical part change process and factors that influence it and participants beliefs and conceptions about role of manager were studied. In empirical study qualitative method was used. On the basis of study results factors that influence positively change process were brought out: awareness of necessity of change, explicit objectives, formation of common vision, communication of changes, well-considered process, involvement of employees to the planning process, grounding and explaining necessity of change. It has negative influence on the change process when these factors aren`t taken into account while planning and conducting change.

The title of my master`s thesis is: The relation between client satisfaction and quality management in Tallinn educational institutions. Results showed that client satisfaction and quality management is closely related. Results showed that teachers and students are more satisfied in Tallinn educational institutions where quality management is effective. Teachers and students are less satisfied in Tallinn educational institutions where quality management is ineffective. Changes in one domain will lead to the changes in another domain.

I have investigated mainly the concepts of the change process, client satisfaction and quality management. In my further studies I will investigate the concepts of innovation management and learning organization. The title of my doctoral thesis is: Innovation management in a learning organization: major influencing factors.

