

Estonian Business School

ANNUAL REPORT OF EBS RESEARCH ACTIVITIES IN 2010

Compiled by Ruth Alas, Maarja Murumägi

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1 Research in Estonian Business School

Research activities at EBS concentrate on management research, which is the backbone of the Doctoral Programme in Management. EBS has defined its research mission as follows:

The aim of EBS is to contribute to the international knowledge base of Management Research, give its contribution to the enhancement of management practice and the efficiency of private and public organizations and assure high quality training of managers and specialists in business and public organizations in Estonia.

Research subjects cover management of business, public and non-governmental organizations and processes in these organizations e.g. change management, human resource management, IT management. These subjects are integrated under the common topic “**Organizational development in an institutional context**” with the following subtopics:

- 1) Development of organisations and management of change
- 2) Innovative entrepreneurship and knowledge transfer in international networks
- 3) Development of Public Administration Organizations and their Legal Framework. Application of Experience in New Democracies
- 4) Institutional economics
- 5) Social responsibility and ethical values of organisations
- 6) Intelligent IT systems in private and public organisations

Research projects of doctoral students are also integrated into this framework.

1.1 Strategy of research for years 2009-2012

In January 2009, the strategy of research for years 2009-2012 was approved by the 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 management practice and the efficiency of private and public organisations, as well as assure the high quality training of managers and specialists in business and public organizations in Estonia.**

The Doctoral Programme committee was reorganized as a **Research Council**. This body has the following tasks:

- 1) Develop EBS’ research strategy and the corresponding action plans;
- 2) Evaluate implementation of research strategy and the corresponding action plans;
- 3) Perform the tasks of the Doctoral Programme Committee.

Management research is related to EBS’ mission statement, being therefore the basis for offering high quality education to managers and specialists from 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 at 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 their way into Estonian business, public and to certain extent, non-governmental organizations.

The scientific activity of EBS is most directly related to the Doctoral Programme in Management. The research topics of doctoral students are related to the research priorities of EBS. Lecturers and doctoral students participate in the work of international research groups: they make their contribution to the process of drawing up research methodology, carry out research in Estonia and write joint articles with researchers and doctoral students in other countries.

As research has grown significantly during the last five years, it was possible to split EBS' main research topics into more focused research areas. On the one hand, this aims to create a clearer division of labour between departments. On the other hand our aim is to promote interdisciplinary co-operation across borders between 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 programme integrating management research at EBS has been formulated as "**Organizational development in an institutional context**". As a result, programmes 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 their 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 Organizations (Department of Behavioral Sciences, Centre for Ethics);
- 6) Intelligent IT Systems in Public and Private Organizations (Department of Information Technology).

The projects in the framework of the topics are implemented in cooperation with partner universities and institutions abroad and in Estonia. Many research activities are integrated into international partnership networks.

Departments are in close co-operation. People from different departments are engaged in the 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 the

implementation of organizational changes. The Department of Entrepreneurship has a joint research project with the Department of Management on the 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 an institutional context together with the Department of Economics.

2 Department of Management

The main topic of research in the department is “Development of organizations and management of change”. Sub-topics in 2010 at the department were organisational crises management in Estonian and Chinese companies, international human resource management, strategic operations management, corporate social responsibility, leadership, ethics, manufacturing strategy, strategic human resource management, management in Estonian organizations, implementation and dynamics of organizations and management development directions in Estonian enterprises.

Research goal and objectives

The research problem is how the socio-economic context influences organisational change efforts and how to connect change management and crises management. The projects aim to contribute to the change management knowledge base as well as change management practice, in particular to:

- understand the factors influencing organizational change
- explore the main problems in the process of implementing change in companies in transition economies
- identify the types of changes implemented in transition economies
- analyze the readiness for change in organizations and find the connections between organizational culture, organizational learning and employees' attitudes toward change
- discover the common features involved in the process of implementing change in companies and to suggest a process model
- develop framework for analysing crises management in organizations

Researchers

During the period 2002-2010 coordination of research in the field of Development of organizations and management of change has been conducted mainly by Department of Management. Work was led by the **chair of the department Professor Ruth Alas**.

Principal members of the research team besides Ruth Alas have been: Tõnu Kaarelson (Director of Institute of Management, lecturer), Ants Kraus (lecturer), Maris Zernand-Vilson (lecturer, doctoral student), Aleksei Norden (lecturer), Ülle Übius (researcher), Ülle Pihlak (lecturer, doctoral student), Junhong Gao (researcher), Kätlin Pulk (doctoral student), Triin Raamat (doctoral student), Merle Krigul (doctoral student).

Main research projects / activities

The department 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 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” and “Management in Public and Private Sector“. A book about the fundamentals of management, organizational and communication psychology has been written for higher state administrators as the order of the Government. Also books in English have been published about change management in Estonia and China.

Survey about human resource management in multinational firms was carried out in 2010

Grants

ETF grant 7537: (2008-2011): The experiences and trends of organizational changes in Estonian enterprises

ETF grant 7018: (2007–2010): Teenindusorganisatsioonid organisatsioonikäitumise vaatenurgast: mõned tegurid ja arengusuunad

Partners

47 Estonian business and public organisations were partners in research.

Main partners were: prof. Maaja Vadi, University of Tartu; Katrin Niglas University of Tallinn; Cranfield University in UK; Alto University in Finland; Politecnico di Milano in Italy.

Involvement in networks

The international strategic human resource management network CRANET

The International Manufacturing Strategy Survey (IMSS) network

The international network UFIRC

The network for studying the role of personal values in job choice

Conferences / seminars / workshops organised by the department

Ruth Alas was chair and organizer of 5th EIASM Workshop " Organizational Change and Development: Core Competences in a Changing World ", 23. – 24. September 2010 in Vienna. (See program in Appendix I)

Planned research activities for 2011

Main task is to prepare the European Academy of Management (EURAM) annual conference 2011 in Tallinn: www.euram2011.org

Secondly, qualitative and quantitative research among public and private enterprises with purpose to assess the change of required competencies, recruitment and assessment methods of middle and top level managers will be carried out by Triin Raamat.

2.1 Involved researchers

Name: **RUTH ALAS**

TITLE / POSITION: head of department, professor, Vice Rector for Research

TOPIC: Organisational Crises Management

ABSTRACT OF THE RESEARCH:

Successful change management could help to avoid crises. If crisis has happened,

innovation could help to survive. Crises management is needed if change management efforts fail. There are the common features of crises management and change management and there are the differences as well. At the same time different elements should be emphasised during these two processes. The triangular model of crises was compared with triangular model of organizational changes and triangular model of innovation management. Implications for managers were developed.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

ETF grant 7537: (2008-2011): The experiences and trends of organizational changes in Estonian enterprises

ETF grant 7018: (2007–2010) Teenindusorganisatsioonid organisatsioonikäitumise vaatenurgast: mõned tegurid ja arengusuunad

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Ruth Alas is member of editorial boards of following journals:

<i>Regional Editor:</i>	Baltic Journal of Management (ISI)
<i>Associate editor:</i>	International Business: Research, Teaching and Practice. The Academy of International Business- (AIB) journal in USA
<i>Member of editorial board:</i>	European Journal of International Management (Social Sciences Citation Index (SSCI) Journal of Change Management Chinese Management Studies Vision—The Journal of Business Perspective Problems & Perspectives in Management Journal of Business Economics and Management Journal for East European Management Studies The Open Ethics Journal EBS Review Scientific Journals International (SJI) RATTAN MANAGEMENT"- An International Biannual Blind Refereed Journal of Management & Technology Pakistan Journal of Business and Management
<i>Reviewer:</i>	Human Relations Organization Studies Scandinavian Journal of Management Monash Management Review Review of Managerial Science Journal of Applied Social Psychology Canadian Journal of Administrative Sciences African Journal of Business Management

MEMBERSHIP:

Member of Executive Committee of European Academy of Management (EURAM)

Member of Academy of Management (AOM)

Member of European Academy of Management (EURAM)

Member of European Association of Work and Organizational Psychology (EAWOP)

Member of IABE (International Academy of Business and Economics)
Member of IACMR (International Association for Chinese Management Research)
Member of EAMSA (Euro-Asia Management Studies Association)
Member of IFSAM (International Federation of Scholarly Associations of Management)
Member of UFIRC (University Fellows International Research Consortium)
Member of ISSWOV (International Society for the Study of Work and Organizational Values)
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)

Name: **TÕNU KAARELSON**

TITLE / POSITION: director of Management institute, lecturer

TOPIC: Strategic Human Resource Management, Management in Estonian organisations

ABSTRACT OF THE RESEARCH:

In 2010 the doctoral thesis “Human Resource Management in Estonian Organisations: Formation of the Characteristics in the Institutional and Cultural Context” was elaborated after the pre-defence in 2009 and submitted for the doctoral thesis defence in April 2010. The doctoral thesis was defended on the June 10, 2010. Research was supported by ETF grant 7537.

In October 2010 the research project ‘Management in Estonian organisations’ ordered by Enterprise Estonia (EAS) was launched in co-operation with Tartu University and Tallinn Technical University researchers.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Head of the sub-group of researches conducting the interviews with the companies’ CEO-s within the research project ‘Management in Estonian organisations’

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMS:

Participation in the Primus course ‘Outcome based curriculum development in the higher education’ (October 2010 – February 2011)

Name: **JUNHONG GAO**

TITLE / POSITION: researcher

TOPIC: Crises Management in Chinese Organizations

ABSTRACT OF THE RESEARCH:

Organisational crises are a pervasive threat to organisational performance and sustainability. The impact of organisational crises on individual and organisational performance is being increasingly recognised. China is a developing country which has gone through radical and rapid economic, societal and structural transformations. During the transformational time, Chinese enterprises have also gone through radical changes in the last several decades, as well as experiencing various crises. The failure to manage a crisis effectively leads to even more risk-laden eventualities for the organisation and its stakeholders. Research in countries experiencing transition demonstrates that the transfer of market-economy practices often fails due to institutional and cultural tensions and conflict. Therefore, there is a need to study crisis management in such environments from organisational and societal perspectives. Chinese enterprises are good samples and valuable cases for the study of crisis management at the organisational level.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

EFS DoRa program T8 grant for The 5th Workshop on Organizational Change and Development: Core Competences in a Changing World, September 23-24, Vienna, Austria

MEMBERSHIP:

GATE2GROWTH2009/2010

PARTICIPATION IN WORKSHOPS, MEETINGS:

The 5th Workshop on Organizational Change and Development: Core Competences in a Changing World, September 23-24, 2010, Vienna, Austria

Name: **ANTS KRAUS**

TITLE / POSITION: lecturer

TOPIC: Manufacturing Strategy

ABSTRACT OF THE RESEARCH:

The globalization of competition leads to increased pressures on national industries, challenging their ability to change their strategies and practices. The aim of the project (IMSS) is to investigate manufacturing strategies and practices in industrialized nations throughout the world. The motivation behind the project is to create possibilities for comparative analyses of manufacturing strategies in the engineering / assembly industries (ISIC 28-35), and to analyze specific hypotheses within this context. The first iteration of this project (IMSS-I) was carried out and completed in

the 1992-94 period (20 leading institutions and 600 firms in 20 different countries participated), and the second iteration (IMSS-II) was carried out in the 1996-98 period (25 leading institutions and 703 firms in 23 different countries). The third round (IMSSIII) of the project was carried out in the 2000-2002 period (15 leading institutions and 585 firms in 17 different countries). The fourth iteration (IMSS-IV) took place in 2005 (711 firms in 23 different countries, including Estonia, took part); and the fifth round (IMSS V) was carried out in the 2009-2010 period.

MEMBERSHIP:

IMSS network

Name: **MERLE KRIGUL**

TITLE / POSITION: doctoral student

TOPIC: Knowledge Transfer in Helsinki-Tallinn Cross-Border Capital Regions
Context: on Possibilities to Develop Cross-border Knowledge Region

ABSTRACT OF THE RESEARCH:

The cross-border co-operation is one of the main means to raise the competitiveness and wellbeing of cities and regions. Innovation-centered cooperation is a new level in cross-border cooperation between cities. As the role of cities and capital regions is changing, their part in regional development is gradually overtaking elements of roles the national states used to have primarily. In order to promote better the cross-border co-operation many regions in the EU have established cross-border co-operation (CBC) organisations/euroregions.

In this Thesis author studies innovation-centred cross-border cooperation between Helsinki and Tallinn capital regions and regional knowledge transfer in the conditions where a special institution – Helsinki-Tallinn Euregio - is part of the process, assisting in creation of such environment. The Thesis concludes by presenting experiences this type of institution could use to assist in the process of forming two capital regions into the integrated knowledge region.

Keywords

Cross-border cooperation, euregio, innovation-related cooperation, Helsinki and Tallinn capital regions, Triple helix, Living lab, Knowledge transfer, Knowledge region

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

ETF grant 7537

Archimedes/DoRa stipendium to participate in the 7th International Conference on Intellectual Capital, Knowledge Management & Organisational Learning

RESEARCH-ADMINISTRATIVE EXPERIENCE:

“Helsinki-Tallinn Capital Regions Common Info Space” main organiser

Name: **KÄTLIN PULK**

TITLE / POSITION: doctoral student

TOPIC: Radical organisational change and its impact to employees and organisational culture

ABSTRACT OF THE RESEARCH:

Current research focuses on the perceived impact that radical organisational change has on different hierarchical levels. One of the main interests is to investigate the impact drastic organisational change like downsizing associated with outsourcing has on the experienced organisational culture and expectations of organisational members and how those experiences/expectations differ across hierarchical levels. The other focus is on the process of downsizing – how entire downsizing process is managed based on employees evaluation. The third research interest is how the evaluation to change process is dependent/independent to/from current organisational culture. Purpose of the research is to analyse downsizing process, its impact to organisational culture and its dependence from organisational culture in the light of the sociological process theory. For culture analyses Organisational Culture Assessment Instrument (OCAI), created by Kim Cameron and Robert Quinn, is utilized. OCAI is questionnaires based survey. OCAI questionnaires were sent to survivors of downsizing project conducted by multinational company. In order to analyse responses to the OCAI non-parametric statistical methods were used. Results of the analyses indicate that as a result of downsizing cultural preferences of employees and top managers moved into different directions causing lower readiness for further changes of employees compared to top management.

In order to analyse perceived success of downsizing process questionnaires based on Carnall checklist is utilized with the aim to investigate differences in impact that perceived top management and direct supervisors' support have on employees' perceptions about the need and success of organisational restructuring.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

EFS DoRa program T8 grant in amount 24 803 EEK: for participating at Copenhagen Business School PhD Courses „Applied Quantitative Methods – Intermediate Econometrics I & II” held by The Doctoral School in Economics and Management, March 21-26, 2010, Copenhagen, Denmark

EFS DoRa program T8 grant in amount 17 513 EEK: for participating with presentation at '10th Annual EURAM Conference „Back to the Future“ May 19-22, 2010 in Rome/Italy

MEMBERSHIP:

European Academy of Management

Academy of Management

EURAM2011 Conference Organising Committee

PARTICIPATION IN WORKSHOPS, MEETINGS:

“Contemporary Social Scientific Debates in Organisation and Management studies”,
at Copenhagen Business School, December 7-9, 2009, Copenhagen, Denmark

“Applied Quantitative Methods – Intermediate Econometrics I” held by The Doctoral
School in Economics and Management, March 21-23, 2010, Copenhagen, Denmark

“Applied Quantitative Methods – Intermediate Econometrics II” held by The Doctoral
School in Economics and Management, March 24-26, 2010, Copenhagen, Denmark

SPSS courses (introductory and intermediate) at Imperial College London, April 12-
16, 2010, London.

Name: **ÜLLE PIHLAK**

TITLE / POSITION: Manager of EBS Entrepreneurship Centre, lecturer

TOPIC: Change management in Indian organizations compared to Chinese and
Estonian organizations

ABSTRACT OF THE RESEARCH:

Interviews with 60 Indian management consultants who have participated in change
management in Indian organizations.

More than 300 requests to interview were sent out and 60 agreed to participate.

Objective of the interviews – to find out the differences in change management in
India, China and Estonia.

Results – the material for four articles was collected and analysed. Three articles were
prepared.

One article have been presented at the conference of EAMSA in New Delhi, India.

Second article have been sent to the conference in Bangalore, India.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

Received 24849 EEK from ESF DoRa PROGRAM

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Continuous supervising activities of master and bachelor theses.

MEMBERSHIP:

Estonian Consultants' Association.

PARTICIPATION IN WORKSHOPS, MEETINGS:

Participated in all Doctoral Seminars;

Participated and had a presentation in EAMSA annual conference in New Delhi, India

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMS:

Prepared e-courses for two subjects: “Organisational diagnostics” and “Business
planning”. Course “Organisational diagnostics” received a quality award.

Developing the curriculum of Entrepreneurship and Business Administration.

Name: **MARIS ZERNAND-VILSON**

TITLE / POSITION: Lecturer, Doctoral Student

TOPIC: Implementation and dynamics of organizations and management development directions in Estonian enterprises

ABSTRACT OF THE RESEARCH:

The study investigates the management development practice in Estonian enterprises. Researching the characteristic and occurred changes of actual management practice in specific country and comparing them with the solutions provided in international concepts. Several contemporary management concepts were selected for examination of their intensity by the indicators. A top manager from each company answered the questionnaire. The survey covered 145 organizations.

Continuing study involved the popularisation of management concepts in main sources: business schools; consulting companies; conferences and trainings; books and newspapers.

In 2010 the study was continued in frames of management field study in Estonia in cooperation with Tartu University and Tallinn University of Technology. The interviews with managers were implemented and questionnaires will be conducted in beginning of 2011.

INTERNATIONAL PROJECTS:

Implementing international research “Human Resources in Transition at Local Subsidiaries of Foreign Owned Companies“ in Estonia

Name: **TRIIN RAAMAT**

TITLE / POSITION: doctoral student

TOPIC: Change of required competencies, recruitment and assessment methods of middle and top level managers

ABSTRACT OF THE RESEARCH:

The purpose of this paper is to consider the change of required competencies of middle and top level managers, to understand the change in the past and predict the change in the future when the ageing population, globalization etc have become important keywords. The research also handles the change of recruitment and assessment methods accordance with the changed requirements. The research is mainly based on the viewpoint of employer, both in public and private sector.

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.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Former wide range research was conducted in the field of recruitment in 2004. Later research is related with CRANET in 2008-2009 and supervised bachelor and master thesis.

Name: **SIGNE VESSO**

TITLE / POSITION: doctoral student

TOPIC: Change management from team supervision perspective

ABSTRACT OF THE RESEARCH:

1. Article: The main coaching areas for Estonian leaders towards change management

Abstract

In this article, the author will focus on finding the main coaching areas for Estonian leaders during managing changes. Author developed the theoretical models for study based on existing literature. The model is made up of three levels: (1) Impact of Team Leader (IL), (2) Relationship Orientation in team (RO), (3) Goal Orientation in team (GO). These levels which on its own divide into two.

In order to find coaching areas for Estonian team leaders the author conducted an empirical study with 336 respondents at the end of the 2007. Author developed the three questionnaires based on authors model. The first questionnaire was Impact of Team Leader (IL), the second questionnaire was Relationship Orientation in teams (RO) and the third questionnaire Goal Orientation in teams (GO). Results indicate connections between leaders impact, the relationship orientation and goal orientation in teams. Also that leaders value themselves and the team situation higher than team members. According to the study results the author finds that the significant specific coaching areas of Estonian leaders are impact of leaders' personality and behavior, also important coaching areas are Individual and team goals settings and the Achievement of goals.

- In order to study one big company and find coaching areas for companys team leaders the author conducted an empirical study with 80 respondents at the autumn 2009. Author developed the three questionnaires based on authors model. The first questionnaire was Impact of Team Leader (IL), the second questionnaire was Relationship Orientation in teams (RO) and the third questionnaire Goal Orientation in teams (GO).
- In order to study one big company and find teamcoaching impact to the leaders the author conducted an empirical study with 80 respondents. Author developed the three questionnaires based on authors model. The first questionnaire was Impact of Team Leader (IL), the second questionnaire was Relationship Orientation in teams (RO) and the third questionnaire Goal Orientation in teams (GO). Also author study the trust of the leaders.

3 Department of Entrepreneurship

The main topic of research in the department is “Innovative entrepreneurship and knowledge transfer in international networks”. Sub-topics in 2010 at the department were success factors of entrepreneurs and entrepreneurship orientations, knowledge metaphors in the knowledge sharing and networking process, networking and intercultural communication for developing international business.

Research goal and objectives

The research programme Innovative entrepreneurship and knowledge transfer in international networks focuses on increasing the international competitiveness of Estonian entrepreneurs in the European integration context by developing their international networking competence. The objectives include:

- to understand the factors of international competitiveness and innovative entrepreneurship potential that are favoured by the entrepreneurial visions, orientation and networking skills of entrepreneurs and managers;
- to develop a concept for assessing entrepreneurial orientation, including innovative and co-creative orientation;
- to create and test self-assessment tools for entrepreneurship learning that assist learners in their self-development efforts;
- to develop processes and tools that support action learning, cross-border networking and knowledge sharing between entrepreneurs and business students.

Researchers

During the period 2002-2010 coordination of research in the field of Innovative entrepreneurship and knowledge transfer in international networks has been conducted mainly by the Department of Entrepreneurship. Work was headed by the **chair of the department Associate Professor Tiit Elenurm**.

Principal members of the research team besides Tiit Elenurm have been: Elena Pruvli (lecturer, doctoral student) and Jonna Pechter (doctoral student). In 2010 several first year doctoral students (Juhani Kullervo Tammine, Allan Lahi, Ester Eomois and Jingming Lu) also joined the research team.

Main research projects / activities

Success factors of entrepreneurs were studied in the E-World international research project in co-operation with the management department.

Methodology for studying entrepreneurship orientations and developing entrepreneurship orientation self-assessment tools was applied in the entrepreneurship MBA.

ETF grant application “Knowledge sharing and institutional support for innovative and responsible entrepreneurship” was presented.

The first stage of the study on knowledge metaphors and their implications on knowledge sharing was carried out and results were presented at the European Conference on Intellectual Capital.

Research projects on involvement of Chinese entrepreneurs in international networks

and on Chinese intercultural communication in the international business process were started by doctoral students.

Grants

AKAF grant for developing entrepreneurship orientation assessment methodology

Partners

Helsinki School of Economics of the Aalto University

Collaboration with other institutions in projects

E-World consortium.

Management and social sciences departments of EBS

EBS Executive Training Centre

Involvement in networks

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

Planned research activities for 2011

Comparative analysis of E-World survey results with international consortium partners

Developing entrepreneurship orientation research and self-assessment methodology that supports knowledge sharing and learning community development for innovative and responsible entrepreneurship.

Participation in activities of the EBS Management Research Centre in the research field of developing support system for innovative entrepreneurship in Estonia as a small state with an open economy.

Participation in EFMD entrepreneurship research and development activities.

An important priority is to develop and link doctoral research projects on success factors of entrepreneurs, on involvement of entrepreneurs to international networks and open innovation communities of developers and consumers with innovation in professional services in order to develop new methods for entrepreneurship and international business studies.

3.1 Involved researchers

Name: **TIIT ELENURM**

TITLE / POSITION: Associate Professor, Head of the Entrepreneurship Department

TOPICS: Innovative entrepreneurship and knowledge transfer in international networks

ABSTRACT OF THE RESEARCH:

Knowledge metaphors in the knowledge management and in the international knowledge sharing context were studied and related presentations held at the European Conference on Intellectual Capital. Open space was identified as a crucial metaphor that reveals contradictions between technologies and barriers in knowledge sharing and networking.

Survey results of 1075 experienced entrepreneurs and business and entrepreneurship students in Estonia during the years 2005-2010 were analyzed. Survey results indicate that during the period 2005-2010 innovative and co-creative entrepreneurship orientations have gained more popularity, and support for the imitative orientation has diminished. There is, however, an essential contradiction between stressing the principles of co-creative orientation at the first stages of business opportunity identification and taking a more individualistic approach to innovation at later stages of the business development process and implementing the related changes. The cluster analysis indicated that although imitative orientation is more widespread among older respondents that have entrepreneurship experience, some features of co-creative orientation are weaker among students that have started their business studies straight after the high school than in older age groups. These results indicate a potential challenge that some students and trainees without entrepreneurship experience may behave in a more directive and less participative way in the change management process than experienced entrepreneurs with their own business practice reflections.

An important opportunity for entrepreneurship education is to support exchange of entrepreneurial ideas between “blue ocean dreamers” that sometimes lack entrepreneurship experience and more experienced entrepreneurs that may be trapped in some regionally limited business in a highly competitive domestic market or are too satisfied with being a subcontractor for a foreign company.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

Primus grant was received and used for participation and presentation at the EFMD Entrepreneurship Conference: Entrepreneurs as Agents of Creativity in Times of Crises in Paris 21-23 February and for consultations at Aalto University in order to develop international business and entrepreneurship curriculum.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

The committee of the European Conference on Knowledge Management

Think Tank on The Entrepreneurship Education (Estonian Chamber of Commerce and Industry and Enterprise Estonia)

INTERNATIONAL PROJECTS:

E-World research project in co-operation with the management department

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.

PARTICIPATION IN WORKSHOPS, MEETINGS:

Workshop of the Ministry of Economy and Communications on developing entrepreneurship in Estonia, Tallinn, 13 December.

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMS:

Primus training programme for curriculum councellors, 13-14 October, 11-12 November, 7-8 December

Name: **ELENA PRUVLI**

TITLE / POSITION: lecturer

TOPIC: An empirical analysis of intercultural communication: dynamics of the modern development in Estonian organisations.

ABSTRACT OF THE RESEARCH:

By using exhaustive set of variables the study will be structured to empirically analyze the influences on the intercultural communication provided by (1) the cultural patterns of the foreign participants involved, (2) the higher awareness and participation in the international business, (3) changers in the traditional educational and career issues.

Taking into account that communication is a two-way process the study will analyse deeper and classify the partners Estonian companies are communicating with.

One can expect that interesting differences exist between the strategies applied by the Estonian part and potential culture clashes regarding the foreign partners with the different cultural patterns.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

A local grant by Primus for the organising of the educational course at Tallinn University of Technology was the trainer of this course, (Tallinna Tehnikaülikooli sisekoolitus: KULTUURIDEVAHELINE KOMMUNIKATSIOON, 14.05.10).

A local grant by Primus for training session for the supportive stuff at Tallinn University of Technology, was the trainer of this course, (Tallinna Tehnikaülikooli sisekoolitus: KULTUURIDEVAHELINE KOMMUNIKATSIOON, 22.11.10).

A local grant by Ministry of Culture (by the EC funding and the local Integration and Migration foundation) to organise the training for the local municipality governments in Estonia, was the trainer of this course (February 2010, 36 ac. hours in Tartu; March 2010 36 ac. hours in Tallinn).

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Intercultural communication training session (with the interviews and research of the main communication patterns) in the Estonian department of the international company Karl Storz. May. 2010.

Intercultural communication training (with the research of the main communication problems of the participants – EAS Foreign Office representatives, Investment and Trade division) at EAS. Tallinn, June, 2010.

Participation in a Tallinn University workshop (for media representatives, Erasmus exchange students and the University faculty members) on an Intercultural diversity. Was a coach for the Intercultural Communication session (Tallinn, Tallinn University, 26.11.10).

Participation in an educational workshop "International Relations and Diplomacy" organised for the Estonian Police and Border Services Agency (Eesti Politsei- ja Piirivalveamet). Conducted the Intercultural Communication training session for the Police and Border Services Agency staff as the part of the workshop (Tallinn, 10.12.10).

INTERNATIONAL PROJECTS:

The World Book of Happiness. Brussels, Belgium: Lannoo publishing.

MEMBERSHIP:

Member of the European Summer University Network (by Dauphine University, Paris, France with the support of French Ministry of National Education)

International co-ordinator for the ERASMUS IP "Negotiation skills for European marketers"

International co-ordinator for the ERASMUS IP "International Marketing Week - Contest 1"

PARTICIPATION IN WORKSHOPS, MEETINGS:

Participation in a Tallinn University workshop (for media representatives, Erasmus exchange students and the University faculty members) on an Intercultural diversity. Was a coach for the Intercultural Communication session (Tallinn, Tallinn University, 26.11.10).

Participation in an educational workshop "International Relations and Diplomacy" organised for the Estonian Police and Border Services Agency (Eesti Politsei- ja Piirivalveamet). Conducted the Intercultural Communication training session for the Police and Border Services Agency staff as the part of the workshop (Tallinn, 10.12.10).

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMS:

Participated and was the main trainer in the educational course at Tallinn University of Technology (Intercultural Communications, 14.05.10, Tallinn).

Participated in Tartu University Winter Academy: Doing a doctorate: its Significance for Candidates, Supervisors and Examiners) (03-04.02.2010, Puhajarve).

Name: **JONNA PECHTER**

TITLE / POSITION: doctoral student

TOPIC: Innovation influencers in knowledge intensive business services enterprises

ABSTRACT OF THE RESEARCH:

Research concentrates on understanding the innovation in knowledge intensive business services enterprises and analysing the innovation influencers.

4 Department of Behaviour Sciences, Centre for Ethics

The main topic of research in both the Department of Behaviour Sciences and Centre for Ethics is “Social responsibility and ethical values of organisations”. Sub-topics in 2010 have been decision making in business, work and organizational psychology (1. work-life interface, 2. burnout).

Research goal and objectives

Research in the framework of the programme “**Social responsibility and ethical values of organisations**” aims to study ethical values and corporate social responsibility in the Estonian business community and organizations and in managerial leadership.

Main research objectives are:

- to study value orientations of business students and managers during the decision-making process
- to identify ethical problems in the Estonian business community and organizations as well as in leadership. To study the perceptions of business purpose and responsibilities, morality and understanding of ethics in business during rapid economic and political changes
- to study the influence of the macro economic and social environment on people’s attitudes and values during the transition.

Researchers

During the period 2002-2010 coordination of the research in the field of Social responsibility and ethical values of organisations has been conducted mainly by the Department of Behavioral Sciences and by the Centre for Ethics. Work was lead by the **chair of the department associate professor Jaan Ennulo** and **director of centre associate professor Mari Kooskora**.

Principal members of the research team besides Jaan Ennulo and Mari Kooskora were Kati Tillemann (lecturer), Irina Nelissova (associate professor), Lea Roostalu (doctoral student) and Riinu Lepa (doctoral student).

Main research projects / activities:

European Commission Grant Programme ENT/CIO/09/E/N03S02 for developing the Estonian national CSR policy/action plan.

Education and Culture CG Lifelong Learning Programme LLP-ERA-IP-2009-LT-0270/01 Ethical and Environmental Competence for Sustainable Development.

Nordplus Higher Education programme ID 17533. Development of Environmental and Ethical Competence in Leadership and Management.

Cooperative projects with the Jyväskylä University Psychology Department researches.

Partners

Jyväskylä University Psychology Department

Transparency International Estonia, Estonian National Foundation of Civil Society
(Partner for Centre for Ethics)

Conferences / seminars / workshops organised by the department

Project 'Inculcating the System of "Self-audits" to Prevent Corruption in the Private Sector (Centre for Ethics)

Seminar „Eetiline ja vastutustundlik ettevõtlus“. March 11, 2010. In the Ministry of Foreign Affairs

Seminar "Vastutustundliku ettevõtluse indeksi kokkuvõttev seminar 2010". December 15, 2010. In Estonian Business School (Centre for Ethics)

Planned research activities for 2011

Development of the research topics in the framework of JUK (Juhtimisuuringute keskus, Centre for Management Research).

4.1 Involved researchers

Name: **JAAN ENNULO**

TITLE / POSITION: Associate Professor, Chair of Behavioural Sciences

TOPIC: Decision-making in Business

ABSTRACT OF THE RESEARCH:

Descriptive and prescriptive models in decision-making. Implementation the heuristic model in business decisions.

A heuristic called representativeness is to be an important ingredient in human judgement. Another bias common in probabilistic judgement is availability, whereby people judge probabilities by the ease of recalling examples. The impact of these heuristics in managerial decisions.

MEMBERSHIP:

Tallinn House of Scientists

European Association for the Promotion of Science and Technology

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMS:

ID- kaardi kasutamise õpetus, EBS, 15.01.10

IT- alane koolitus, EBS, 29.01.10

Loengupidamise kunst õppejõududele, PRIMUS 11.-12.02.10

Business English Intermediate 32h, EBS

Lõputööde õpiväljundid ja hindamiskriteeriumid, EBS, 21.12.10

Name: **MARI KOOSKORA**

TITLE / POSITION: Associate Professor, Director of Centre of Ethics, Editor of EBS Review

TOPIC: Ethics and Responsibility in business and leadership

ABSTRACT OF THE RESEARCH:

The aim of the research is to study ethical values and corporate responsibility in the Estonian business community and organizations and in managerial leadership. The current research project is continuation to the previous studies conducted by the Centre for Ethics in last 9 years and partly involves our activities written down in the application to the European Commission Grant Programme ENT/CIO/09/E/N03S02 for developing the Estonian national CSR policy/action plan.

The research project follows 5 main objectives:

- To understand how the developments in recent years (especially the changes in the economic and social environment) have impacted the perception of ethics and responsibility in the Estonian business organizations
- To design new tools for studying the perceptions and practices of ethics and responsibility in organizations and leadership
- To analyze differences of the perception of ethics in the corporate governance from the point of view of owners-entrepreneurs and managers.
- To increase the quality of teaching ethics and responsibility in business management and entrepreneurship by developing expertise among new faculty members through training and knowledge sharing.
- To develop new ideas and tools for teaching ethics and responsibility in business at business school in order to improve the awareness of ethical and responsible business measures in business organizations.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Organizer of international and local scientific conferences, seminars and workshops,

Member of the Evaluation Committee of EBS Students Research work competition

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

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

Member of the Evaluation Committee of 'Responsible Swedish Entrepreneur in Estonia'

Member of various research teams, groups (Nordplus Nordic Neighbouring Network, CSR Index Estonia, CSR Strategy Estonia, Business Ethics project at TI Estonia)

Reviewing paper contributions for the Journal of Business Ethics

Reviewing paper contributions for the Scandinavian Journal of Management

Reviewing paper contributions for the BEER (Business Ethics – European Review)

Reviewing paper contributions for the EBEN Research Conference in Tampere, Finland

Chairing a session at the EBEN Research Conference in Tampere, Finland

2010 (April) Erasmus IP course 'Ethical and Environmental Competence in Leadership and Management', Vilnius University Kaunas Faculty of Humanities (lectures and seminars, teaching 20 hours on Corporate moral development, Responsible leadership, Application of ethical theories into practical situations).

INTERNATIONAL PROJECTS:

European Commission Grant Programme ENT/CIO/09/E/N03S02 for developing the Estonian national CSR policy/action plan.

Education and Culture CG Lifelong Learning Programme LLP-ERA-IP-2009-LT-0270/01 Ethical and Environmental Competence for Sustainable Development

Nordplus Higher Education programme ID 17533 Development of Environmental and Ethical Competence in Leadership and Management

MEMBERSHIP:

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

Member of the Board of Transparency International Estonia (since May 2009)

Member of the Open World Initiative (OWI)

Member of the IESE Alumni Association

Member of the EABIS CSR Network on Business & Society

Member of the Research Network of Finnish CSR Research Network (CSR tutkimusrinki)

Member of Nordplus Network

PARTICIPATION IN WORKSHOPS, MEETINGS:

Workshop-seminar, Feedback on Indexing CSR in Estonia, Dec. 15, 2010, Estonian Business School, Tallinn, giving a presentation – 'Corporate Responsibility – How to develop further?'

Roundtable and general meeting 'Fighting corruption in Estonia' Dec. 9, 2010. TI Estonia, Hotel Sokis, Viru, Tallinn.

Roundtable meeting with Ilvi Cannon, representative of BAFF (Baltic-American Freedom Foundation), Dec. 2, 2010. Tallinn.

Roundtable meeting 'Sustainable development in the Baltic Sea Region' Swedish Trade Council, Nov. 25, 2010.

Roundtable meeting 'Designing National CSR Strategy, Nov. 24, 2010, Estonian Ministry of Economy and Communication, Tallinn.

Roundtable meeting 'Fighting corruption with business ethics, targeting SMEs' Nov. 24, 2010. TI Estonia, Tallinn.

Workshop-meeting, Indexing CSR in Estonia, CSR Forum, Nov. 19, 2010, Tallinn.

Roundtable meeting 'Fighting corruption with business ethics, targeting corporations'

Nov. 3, 2010. TI Estonia, Tallinn.

Workshop-meeting, Indexing CSR in Estonia, CSR Forum, Nov. 1, 2010, Tallinn.

Roundtable meeting, Publishing CPI Index in Estonia, TI Estonia, Oct. 26, 2010, National Library Tallinn.

International Workshop - Seminar about Responsible Business, 'Swedish Business Awards, Responsible Entrepreneur 2009' Oct. 26, 2010, TTU, Tallinn.

International Workshop - Seminar 'Fighting corruption with business ethics, Role of Codes of Ethics' TI Estonia, Sept. 8, 2010, Hotel Olympia, Tallinn.

Roundtable meeting 'Swedish Business Awards, Responsible Entrepreneur 2010' Swedish Trade Council, Sept. 21, 2010, Tallinn.

Roundtable meeting 'Responsible Entrepreneur 2010' in Tallinn City Council, Sept. 21, 2010, Tallinn.

Workshop-meeting, Indexing CSR in Estonia, CSR Forum, Sept, 20, 2010, Tallinn.

Roundtable meeting with Maria Pedak-Kari, Chairman of Estonian Society Washington, DC, August 25, 2010, Tallinn.

Roundtable meeting 'Designing National CSR Strategy, June 28, 2010, Estonian Ministry of Economy and Communication, Tallinn.

Workshop-meeting, Indexing CSR in Estonia, CSR Forum, June, 28, 2010, Tallinn.

Roundtable – workshop meeting 'Designing National CSR Strategy, June 21, 2010, Estonian Ministry of Economy and Communication, Tallinn.

Roundtable - workshop meeting and case presentation of Nordic Network cases projects June 16-17, 2010, Tampere, Finland.

EBEN Research Conference "*From Theory to Practice – How does business ethics matter?*", June 14-16, Tampere, Finland. (Making 2 presentations, 1 chairing of the section, participating at the reviewing process.)

Workshop meeting 'Fighting corruption in Estonia' June 10, 2010. TI Estonia, Tallinn.

Roundtable - workshop meeting 'Responsible Entrepreneur 2010' in Tallinn City Council, June 7, 2010, Tallinn.

Conference and Roundtable meeting 'Networking, NGOs and corruption' May 27, 2010. TI Estonia, Tallinn.

Introduction seminar of OECD principles 'Implementing OECD Principles in Estonia, Estonian Ministry of Foreign Affairs, March, 11, 2010. Tallinn. (giving key-note presentation)

Roundtable meeting 'Designing National CSR Strategy, March 8, 2010, Estonian Ministry of Economy and Communication, Tallinn.

Roundtable – workshop meeting about implementing OECD principles 'Implementing OECD Principles in Estonia by Developing CSR Strategy', Estonian Ministry of Foreign Affairs, Feb, 19, 2010. Tallinn.

Workshop-meeting, Indexing CSR in Estonia, CSR Forum, Feb, 18, 2010, Tallinn.

Nordic Neighbouring Network meeting, Kaunas, Vilnius University Department of Humanities, Feb. 4, 2010, Kaunas, Lithuania.

International Case study workshop, Feb. 4, 2010, Kaunas, Lithuania.

International annual conference of Estonian Economic Association, Jan 29, 30, 2010. Viljandi, Estonia. (participating and giving the keynote speech, participating at the panel discussion)

Roundtable meeting about implementing OECD principles in Estonia. representatives 'Implementing OECD Principles in Estonia, Developing CSR Strategy', Estonian Ministry of Foreign Affairs, Jan. 26, 2010, Tallinn.

Workshop – meeting on case study writing, Ministry of Economics and Communication, Jan. 21, 2010.

Workshop – meeting on organising annual conference of Estonian Economic Association, conference topics and panel discussion, Estonian Chamber of Commerce and Trade, Jan. 15, 2010.

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMS:

2009-2010 (Nov-Jan) Faculty training 'Learning and teaching at the university', Tallinn University

Dec 21st – Faculty training at Hotel Olympia, setting evaluation criteria for final thesis

Name: **KATI TILLEMANN**

TITLE / POSITION: Lecturer

TOPIC: Work and organizational psychology (1. work-life interface, 2. burnout)

ABSTRACT OF THE RESEARCH:

Article "Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology Among Professionals": defining work-family balance as "satisfaction and good functioning at work and at home, with a minimum of role conflict" (Clark 2000, 751), we explored how professionals achieve work-life balance. Classic and current approaches to multiple roles were reviewed and a new theory-derived typology of work-life balance was proposed. This model suggests four types of work-life balance: beneficial, harmful, active, and passive. Based on our data gathered on Estonian and Finnish professionals, we checked (a) how typical these four types of work-life balance are among three samples of professionals (Finnish university professionals, Finnish managers, and Estonian managers), and (b) whether professionals belonging to the different work-life balance types differ from each other in terms of their psychological functioning and work role engagement as expected according to the typology of work-life balance.

Article "Bergen Burnout Inventory: reliability and validity among Finnish and Estonian managers": introduces a short measure for burnout (the Bergen Burnout Inventory, BBI), examines its validity and reliability among managers in Finland and Estonia by means of confirmatory factor analysis. Burnout comprises three dimensions: (1) exhaustion at work (emotional component), (2) cynicism toward the meaning of work (cognitive component), and (3) the sense of inadequacy at work (behavioral component). 742 young Finnish managers and 414 Estonian managers responded to burnout (BBI) and effort-reward imbalance (ERI) scales. The results

showed that the three-factor solution for burnout, compared to the one- or two-factor solutions, fitted the data best and gave the best reliability indices. The BBI had high item scale reliabilities among the managers in both countries, and the effort-reward imbalance (ERI) model and the three dimensions of burnout had similar associations among Finnish and Estonian managers providing evidence for the concurrent validity of the BBI.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

February and March 2010: helped to edit the EBS research and development report.

INTERNATIONAL PROJECTS:

Both articles are co-operative projects with the Jyväskylä University Psychology Department researchers

PARTICIPATION IN WORKSHOPS, MEETINGS:

Estonian Psychologists Association annual conference on April 10

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMS:

March: Training of tutors for the course "Studying in the university" (March 29-30)

April: EBS seminar on outcome-based theses on 30 April

May: EBS seminar on outcome-based grading on 3 May 2010

June: EBS seminar on outcome-based grading on 15 June 2010 in Viking Village

Name: **IRINA NELISSOVA**

TITLE / POSITION: Associate Professor, Vice Rector

TOPIC: Experience in integrative use of group-analytic and transactional analysis in the preparation of professional consultants

ABSTRACT OF THE RESEARCH:

The study was initiated in autumn 2009, will be finished in spring 2011

The purpose of the study is to compare the theoretical basis and practical impact of these methods of analysis of behavior and group processes in educational groups.

Objectives of research:

Create educational and therapeutic environment in the training of professional consultants

2. Measuring the dynamics of changes in attitudes towards themselves and other students in this environment.

Research methods:

1. The analysis of cases, narrative analysis

2. Attitudes measuring using the instruments:

Ch. Osgud semantic differential

Kelly's repertory grids

This model of analysis can be used to understand organizational processes and management in conditions of permanent learning in educational and industrial organizations.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Course papers advising in general and social psychology in year 2010

INTERNATIONAL PROJECTS:

Research project «Youth and business» and seminar in this topic in EBS 10.12.2010

MEMBERSHIP:

Institute of Personology at the Faculty of Psychology, High School of Economics.
(Moscow, Russia)

Institute of psychoanalysis, (Moscow, Russia)

PARTICIPATION IN WORKSHOPS, MEETINGS:

International Seminar «Group-analytic approach to understanding the group process.»
30.10.2010Tallinn, Head of section « The group-analytic approach in education:
teacher - the technologist or the creator?»

Name: **LEA ROOSTALU**

TITLE / POSITION: Doctoral Student

TOPIC: Sustainability Reporting in Management Information Model of Local Governments

ABSTRACT OF THE RESEARCH:

My investigation was designed to determine the effect of CSR orientation on the management information of local governments. The research based on content analysis of numerous annual budget books of the city of Tallinn in 1934-2008 has explained the central importance of transparency in budgeting to increase the levels of accountability and democracy. Taken together, these findings suggest an actual and ever-growing role for new public management in promoting CSR within the community and other stakeholders.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

Grant of the DoRa 8 for the participation in the 2nd BMAC

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Emerald Reviewer

Reviewer of EBS final thesis

MEMBERSHIP:

ICV (*Internationaler Controller Verein* – The International Controller Association)

EBEN (The European Business Ethics Network)

EMS (*Eesti Majandusteaduse Selts* – The Estonian Economic Association)

PARTICIPATION IN WORKSHOPS, MEETINGS:

Member of the Estonian CSR working group related to developing national CSR platform in Estonia (see the project above)

5 Department of Economics

The main topic of research in the department is “Institutional Economics”. Sub-topic in 2010 at the department was Theoretical foundations of Institutions and their change.

Research goal and objectives

Research in the framework of the programme **Institutional Economics** aims to develop analytical tools and their application in the field of studies of the impact of legal frameworks on economic development.

Main research objectives are:

- The impact of a legal framework and enforcement mechanism on different aspects of economic development;
- The cost-benefit analysis of different policy choices;
- Formulation of economic policy taking into account the economic development issues and integration with EU regulations.

Researchers

During the period 2002-2010 research in the field of Institutional Economics has been co-ordinated by the Department of Economics. Until August 31st, 2009 the work was lead by the **chair of the department Professor Alari Purju**. From September 2009 the work has been lead by **deputy chair Karmo Kroos**.

Principal members of the research team besides Alari Purju and Karmo Kroos have been Robert J. Pefferly (Associate Professor) and Jüri Eintalu (lecturer).

Main research projects / activities

The role of intellectuals in social change

Grants

AKAF – EEK 40,000

AU/9809 – EEK 10,000

Partners

Together with TTÜ & TLÜ (but leadership of EBS) submitted a grant application equal to EEK 634,620 on economics of education

Collaboration with other institutions in projects

SA Arichmedes – requested analysis of Estonian higher education policy (from K.Kroos)

Planned research activities for 2010

Theoretical foundations of Institutions and their change

The role of intellectuals in social change

5.1 Involved researchers

Name: **KARMO KROOS**

TITLE / POSITION: Lecturer / Acting Chair of the Dep. of Econ.

TOPIC: The role of intellectuals in social change, Theoretical foundations of Institutions and their change

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

SA Archimedes – EEK 17,512

AU/9809 – EEK 10,000

AKAF – EEK 40,000

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Member of the editorial board of the journal "Prometheus Critical Studies in Innovation"

Wrote three research grant applications

INTERNATIONAL PROJECTS:

Teaching together with Prof. K. Niglas at Univ. of Essex / ECPR doctoral summer school on Mixed Methods Research Design in Ljubljana Aug. 2010

PARTICIPATION IN WORKSHOPS, MEETINGS:

“Postcommunist Transformations”, the Doctoral School of Behavioural, Social and Health Sciences, Tallinn, Dec. 6 – 10, 2010.

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMS:

Some of the EBS organized (and PRIMUS funded) faculty dev. prog.

Name: **ROBERT J PEFFERLY**

TITLE / POSITION: Associate Professor

TOPIC: Economic, Statistic, and Industrial

ABSTRACT OF THE RESEARCH:

Articles and software development

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Project review for the EC

INTERNATIONAL PROJECTS:

Project review for the EC

MEMBERSHIP:

Mathematical institutions based in EU and US

6 Department of Information Technology

The main topic of research in the department is “Intelligent IT systems in private and public organisations”. Sub-topics were knowledge and intelligence, tools for inference rules based reasoning in intelligent systems, IT/Cyber-security.

Research goal and objectives

Research in the framework of the programme **Intelligent IT systems in private and public organisations** aims to create tools for supporting the decision-making process with knowledge based (intelligent) systems.

Main research objectives are:

- to study the relations between structures and intellect
- to study the modularity of knowledge

Researchers

During the period 2002-2010 coordination of research in the field of Intelligent IT systems in private and public organisations has been conducted mainly by the Department of Informatics. Work was led by the **chair of the department Professor Peeter Lorents**.

Principal members of the research team besides Peeter Lorents were Toomas Kaevand (assistant), Christian Czosseck (doctoral student), Jüri Kivimaa (doctoral student), Maritana Sedasheva (doctoral student).

Main research projects / activities

Knowledge, information and intelligent systems. Inference rules: mining and realization.

Knowledge based framework for foundations of the Cyber-security.

Metrics for social structures.

Tools for modelling and simulations.

Partners

Cooperative Cyber Defence Centre of Excellence,

Tallinn University of Technology

Tallinn University

Planned research activities for 2011

Time-dependent algebraic systems and situation management.

Digital circuits for inference rules in decision support systems.

Models and consistence of basic principles for notation-denotation relation.

Simple event correlator and knowledge.

6.1 Involved researchers

Name: **PEETER LORENTS**

TITLE / POSITION: Professor, Chair of the IT department

TOPIC: Knowledge, information and intelligence. Mining and realization of inference-rules. Intelligent systems and cyber-defence.

ABSTRACT OF THE RESEARCH:

It is necessary to cover the most important aspects of the concept of fundamentality, in order to better understand the fundamental role of the notation-denotation relation. Based on this (and relying on the fundamental nature mentioned above) we present the definitions for knowledge, data and information. Compared to the author's previous work, there are some changes to the formal representation of the concepts and arguments in question (particularly, the aspects related to reflexivity or being related to self). From this, we define the concept of informational value and present a formula to calculate it. Finally, we look at the role of informational value and compare it to the role of the measure (or the logarithmic measure) of information.

The ability to use logical deduction is important for various intelligent systems. Specifically, the ability to apply logic inference rules to get correct arguments. This is necessary in decision support systems, various expert systems etc. We look at mining inference rules from natural language texts. It is possible to use the DST dialogue system to search for logic formulas and inference rules from natural language texts. In order to explain the extent and reliability of this approach, we use the RS-meta-procedure that was created for system mining.

The reliability of decision-support systems is deeply connected to the truth of decisions related to the correct logical formulas. One source of getting correct logical formulas is the implementation of inference rules. So far, the implementation of the inference rules (design of inference or proving) is has been realized mainly by means of software. However, in addition to developing software solutions, recent papers have studied the opportunities of employing specialized hardware. In this context, we reach a problem which we consider in this work: what kind of hardware would allow for the implementation of correct inference steps (including Modus Ponens (MP) and Modus Tollens (MT)), and would therefore reach reliable decisions faster and with lesser faults.

In recent years there have been a number of international conflicts that have been mirrored by a parallel campaign of hostile actions in cyberspace. This, in turn, has prompted various attempts to analyze the phenomenon and explain the threat to the wider public. Unfortunately, however, the reports and analysis are often confusing and can include rather arbitrary use of various cyber "buzz words". It follows that there is a need for a formal rigorous model for describing and analyzing cyber conflicts. Formal methods are also necessary for developing artificial intelligence enabled offensive and defensive systems for cyber conflicts.

In order to provide a remedy for this issue, we propose a formalized framework of key terms in cyber conflict. We begin by revisiting the concepts of knowledge, data and information. Based on that we proceed to define information system and intelligent system. We provide a formal description for the concept of destroying and falsifying information and explain the concepts of confidentiality, integrity and availability as

part of our framework. We then propose definitions for cyber weapons, cyber incidents, cyber attacks, cyber espionage, cyber conflicts and finally, cyber war. The framework is based on formal logic and allows for theoretical, experimental or empirical research with mathematically provable results. As such, it can provide a solid backbone for cyber conflict research, which is often based on less rigorous methods.

PARTICIPATION IN WORKSHOPS, MEETINGS:

Program on Terrorism and Security Studies George C. Marshall Center. 17.02.2010.
Garmish Partenkirchen, Germany

Presentation: „Cyber Society and Cyber Security“

The 7th Annual The Security Summit. 9 – 10.03.2010. San Diego, California, USA

Presentation: „Knowledge and Information. Cyber Society, Cyber Security. CCD COE for NATO“

CCD COE Steering Committee Meeting. 17 – 20. 05.2010. Tallinn, Estonia

Presentation: R&D Projects 2010, 2011

13th NATO Cyber Defence Workshop. 26 – 28. 05.2010. Tallinn, Estonia

NATO RTO IST Panel 1st Meeting „Information Assurance/Cyber Defence Research Framework“. 28.06. – 02.07.2010. NATO Undersea Research Centre, La Spezia, Italy

Presentation: „Cooperative Cyber Defence Centre of Excellence. Cyber-force.“

CCD COE Steering Committee Meeting. 24 – 28. 10.2010. Madrid, Spain

Presentation: R&D Projects 2010, 2011

RTO/IST-96 Meeting. 07 – 13. 11. 2010. Haag

Presentation: (1) CCD COE, Structure and POW, AI and CD, Short Overview (2) Forecasting and Deductive Systems

Name: **CHRISTIAN CZOSSECK**

TITLE / POSITION: Doctoral student

TOPIC: Strategic and Organizational Aspects of Nation State Cyber Defence against massive Cyber Attacks

ABSTRACT OF THE RESEARCH:

The thesis shall analyze existing nation state cyber security against cyber attacks passing the threshold of being recognized as a national security threat. Starting point is the comparison of esp. strategic and organizational frameworks of selected nation states and an initial special focus will be put on botnets as one of the most powerful cyber weapons existing.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Publication chair and peer review organizer of the 2nd Conference on Cyber Conflicts, June 2010, Tallinn

Publication chair, program committee member and peer review organizer of the 3rd Conference on Cyber Conflicts, June 2011, Tallinn (preparation starting end 2010)

INTERNATIONAL PROJECTS:

Lead of the international manned Botnet project of the Cooperative Cyber Defence Centre of excellence.

PARTICIPATION IN WORKSHOPS, MEETINGS:

April: CCD COE Legal Workshop on Law of Armed Conflicts and its application to Cyberspace.

Mai: NATO Cyber Defense Workshop

(intn. conference, June): 2nd Conference on Cyber Conflicts, Tallinn

Sep.: CCD COE's Botnet Infiltration Workshop

Nov.: CCD COE internal Artificial Intelligence Lecture

(intn. conference, Oct): ACM CCS, Chicago, USA

(intn. conference, Nov): NATO RTO Conference, Tallinn

Name: **MARITANA SEDŐŠEVA**

TITLE / POSITION: Doctoral student

TOPIC: Kaitsekulutused Eesti Vabariigi riigieelarves ning eelarveliste vahendite kavandamise ja kasutamise alused riigikaitse tegevuse ning arengu juhtimisprotsessis

ABSTRACT OF THE RESEARCH:

Military Budget

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Diploma research assistant (2008, 2009, 2010);

Composing and writing articles on "Economics of the EU", as well as the publication of a compendium for small businesses (project) 2010-2011, Euroacademy.

INTERNATIONAL PROJECTS:

PRIME Working Group (Poverty, a Challenge for Management Educations) CEEMAN, Slovenia

CEEMAN Sustainability Working Group by Lviv Business School

MEMBERSHIP:

PRIME Working Group

CEEMAN Sustainability Working Group

PARTICIPATION IN WORKSHOPS, MEETINGS:

IMTA (International Management Teachers Academy) 2010, Slovenia, Bled

EIASM (EDEN Doctoral Seminar on Doctoral Dissertation Writing) 2010, Lithuania, Vilnius

7 Department of Law and Public Administration

Main topic in the department is “Development of Public Administration Organizations and their Legal Framework. Application of Experience in New Democracies”. Sub-topics in 2010 were legal arrangement of relations in public administration organization, Europeanization of governmental institutions in the Baltic States, Development of Metropolitan Regions and Possibilities of Innovations-related Cooperation between Cities: The Case of Tallinn and Helsinki, Local Self-Government as a change management environment for different types of organizations and the affecting factors, TERRITORIAL COMMUNITIES: Legal Organization and Management, Legal framework of decentralization in public administration organization, educational strategic process in Estonia and the formation of a knowledge based society.

Research goal and objectives

Research in the framework of the programme “Development of Public Administration Organizations and their Legal Framework. Application of Experience in New Democracies” is targeted at systematic analysis and evaluation of the developments in the management of Estonian public administration organizations with the overall goal to propose necessary improvements for managing and legally regulating public administration organizations. An additional aim of the research was to generalize the Estonian experience and seek possibilities for implementing it to reform public organizations in new democracies.

Researchers

During the period 2002-2010 coordination of the research in the field of Development of Public Organizations Administration and their Legal Framework. Application of Experience for New Democracies was mainly carried out by the Department of Public Administration and Law. The work was led by the **chair of the department professor Arno Almann**.

Principal members of the research team besides Arno Almann have been Olav Aarna (Visiting Professor), Madis Kallion (lecturer and doctoral student), Urmas Arumäe (lecturer), Maarja Murumägi (lecturer and doctoral student), Katri-Liis Lepik (lecturer), Juta Tikk (doctoral student), Anto Liivat (lecturer, doctoral students)

Main research projects / activities:

Expert project (2006-2010): Public Sector Reform Project funded by International Development Association (IDA) and WB (Professor Arno. Almann)

Development of professional qualifications system in Estonia (2008-2013). Partners: Estonian Qualifications Authority, Estonian Ministry of Education and Research (Professor O. Aarna)

Grants

Expert project (2006-2010): Public Sector Reform Project funded by International Development Association (IDA) and WB (Professor Arno. Almann)

Partners

World Bank, Union of Harju County Municipalities, ERKAS

Collaboration with other institutions in projects

Word Bank

7.1 Involved researchers

Arno Almann

Name: ARNO ALMANN

TITLE / POSITION: Chair of Department, professor

TOPIC: Legal arrangement of relations in public administration organization

ABSTRACT OF THE RESEARCH:

Research in 2010 concentrated on researching and analyzing different structural models of public administration organization specialising on their competences and relations between different parts of models. Gained results were implemented in the drafting of the concept of Public Administration of Tajikistan and finally drafting a specific law.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

Expert project (2006-2010): Public Sector Reform Project funded by International Development Association (IDA) and WB (Professor Arno. Almann)

RESEARCH-ADMINISTRATIVE EXPERIENCE

Member of the EBS Research Council

Member of EBS Senate

Member of The Estonian Higher Education Quality Agency council

MEMBERSHIP

The Estonian Higher Education Quality Agency

PARTICIPATION IN WORKSHOPS, MEETINGS

Participation of the sessions of the council of The Estonian Higher Education Quality Agency

Participation in the Forum of Eurasia 2010, May in Istanbul, Turkey

Name: URMAS ARUMÄE

TITLE / POSITION: lecturer

TOPIC: TERRITORIAL COMMUNITIES: Legal Organization and Management.

ABSTRACT OF THE RESEARCH:

This subject was chosen because generally accepted interpretations of territorial

communities equate them with traditional organizations. Treatments of the legal organization of territorial community management are based thereon and do not consider the altered needs of social development. This research aims to create a theoretically ordered basis for territorial communities and the legal organization of their management. The research object is the established legal organization of the management of territorial communities. The research has produced a new basis for treating territorial communities and the legal organization of their management. Theoretical models and solutions that take into account the current needs for changes in the legal organization of the management of territorial communities are also presented. This should help to guarantee the level of public services and their availability, and thereby improve the quality of everyday life. The research is based on the case of Estonia, but is also relevant elsewhere. The target audience includes researchers, faculty members and students, as well as practitioners who are interested in the topic of territorial communities.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Director of Management Research Centre

MEMBERSHIP:

Estonian Bar Association

International Bar Association

Estonian Lawyers Union

European Academy of Management

Name: **MAARJA MURUMÄGI**

TITLE / POSITION: lecturer, doctoral student

TOPIC: Local Self-Government as a change management environment for different types of organizations and the affecting factors

ABSTRACT OF THE RESEARCH:

Goal of the research is to find out if and how different changes (both initiated and random) in the external environment created by local government affect the environment of change management of different types of organizations on its territory. Research concentrates on the finding and comparing the factors, which through the policy planning and other *ad hoc* activity of the local government design the environment of operation and change management for different types of organizations (public, private, non-profit).

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

ESF DoRa 8 scholarship for participating in EURAM 2010 conference in Rome.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Coordinator for DoRa programme (financing of postgraduate studies and research)

Coordinator for PRIMUS programme (financing of higher education)

Learned Secretary of EBS

European Academy Of Management annual conference 2011 organising team

MEMBERSHIP:

European Academy of Management

British Academy of Management

Name: **KATRI-LIIS LEPIK**

TITLE / POSITION: Lecturer, researcher

TOPIC: Development of Metropolitan Regions and Possibilities of Innovations-related Cooperation between Cities: The Case of Tallinn and Helsinki

ABSTRACT OF THE RESEARCH:

The cross-border co-operation is one of the main means to raise the competitiveness and wellbeing of cities and regions. Innovation-centered cooperation is a new level in cross-border cooperation between cities. As the role of cities and capital regions is changing and growing, their part in regional development is gradually overtaking elements of roles the national states used to have primarily. In order to promote better the cross-border co-operation many regions in the EU have established cross-border co-operation (CBC) organisations/euroregions.

The aim is to study innovation-centred cross-border cooperation between Helsinki and Tallinn capital regions and inter-regional knowledge transfer in the conditions where a special institution – Helsinki-Tallinn Euregio - is part of the process of assisting in creation of such environment.

Name: **JUTA TIKK**

TITLE / POSITION: doctoral student

TOPIC: The Historical Development of the Governmental Accounting in Estonia. Past, Present and Perspectives.

ABSTRACT OF THE RESEARCH:

Together with the development of Estonia as an e-country, the the financial management of the public sector is being reformed. Not only does the effect of the reform lie in the development of public administration and public services in Estonia but it also has a global impact. A prerequisite for modern organisation to function smoothly is the free flow of information and knowledge, which is extremely important for such a small country as Estonia. Therefore cross-border cooperation between business entities, scientific institutions and countries is highly important, the outcome being the interaction and joint use of databases.

Name: **MADIS KALLION**

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

TOPIC: Legal framework of decentralization in public administration organization

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: 2 bachelor`s thesis

Name: **ANTO LIIVAT**

TITLE / POSITION: Lecturer, doctoral student

TOPIC: Europeanization of Governmental Institutions in the Baltic States

8 Department of Marketing

Main topic in the department is “Longitudinal research on attitudes and behavior related to the Euro changeover in Estonia”. Sub-topics in 2010 were consumer behavior and typologies on company fan pages in virtual social networks and customer Orientation in Higher Education Providing Business Education.

Research goal and objectives

The goal of the project is to research consumer adoption of a new currency in the Euro changeover process in Estonia. The objectives of the research are derived from the current knowledge gaps as not much is known about consumer attitudes and perceptions of currencies in a changeover process. The main objectives are to research pre and post adoption attitudes and perceptions in a longitudinal qualitative study to map the adjustment process. A quantitative study is planned with an aim to define coping strategies of consumers and compare the research results to other eurozone countries.

Researchers

During the period 2002-2010 coordination of the research in the field of Longitudinal research on attitudes and behavior related to the Euro changeover in Estonia was mainly carried out by the Department of Marketing. The work was led by the **chair of the department professor Katri Kerem**.

Principal members of the research team besides Katri Kerem have been Riina Koris (lecturer, doctoral students), Toomas Danneberg (lecturer, doctoral students), Katri Kerem (lecturer, doctoral students) and Jaanika Oper (assistant).

Main research projects / activities:

Consumer behavior and typologies on company fan pages in virtual social networks
Customer Orientation in Higher Education Providing Business Education

Grants

AKAF grant for the euro adoption research

Partners

Social network typology research – partner Kingakaubamaja.ee (private company)

Planned research activities for 2011

Continued research on attitudes and behavior related to the Euro changeover in Estonia

8.1 Involved researchers

Name: **KATRI KEREM**

TITLE / POSITION: Professor

TOPIC: Longitudinal research on attitudes and behavior related to the Euro changeover in Estonia

ABSTRACT OF THE RESEARCH:

From January 1st, 2011, Estonia is the 17th member to join the Euro zone. Euro notes and coins will replace the national currency kroon. As Estonia has long kept its kroon currency fixed against the euro in a currency board the adoption is not expected to change much for the investors and businesses. The technical changes related to changeover are huge but as the need for the changes has been known in advance companies have time to make sure the transition will be smooth for them. The introduction of euro will have great impact on citizens who have more limited opportunities to test the situation and train themselves for the new reality. The consumers will feel uncertain and perceive higher risk associated with everyday purchase decisions.

Adaptation with is also linked to getting used to new coins and bank notes. For many Estonians this transition is easier compared for example to the citizens of the first 12 countries to replace their currencies with euro in 2002. Those Estonians who travel have had a chance to practice using euros for many years. People who have not traveled into Eurozone countries will have more difficulties with euros as they have to learn also the design of the new currency.

Previous research has shown that people may fill currencies with moral and emotional meanings (Przybyszewski and Tyszka 2007). Burgoyne et al (1999) have stressed that currency is a very powerful symbol to one and the same political, economical and social entity. Although euro has been around for many years we can still agree to the fact that there does not seem to be an equivalent European State that would provide symbolic sense of belonging (ibid). Nostalgia for old currency can cause reluctance to accept euro also in Estonia.

The aim of the research is to map consumer attitudes towards the changeover both before and after the change and investigate the strategies consumers employ to cope with the change in the purchase situations.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Member of the Evaluation Committee of EBS Students Research work competition 2010

MEMBERSHIP:

Member of the IMTA Alumni Association

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMS:

5.-19-06.2010 International Management Teacher academy, CEEMAN, Bled, Slovenia

26.-30.04.2010 Aix Marseille University, LLP Erasmus Staff Training Week

3.-4.02.2010 Tartu Ülikool, Juhendaja rollist doktoritöö akadeemilise kõrgkvaliteedi saavutamisel (Primus programm)

13.10.2010 kuni 14.01.2011. Tartu Ülikool. Väljundipõhine õppekavaarendus kõrghariduses (6 EAP, sh 64 tundi)

Name: **TOOMAS DANNEBERG**

TITLE / POSITION: Lecturer

TOPIC: Consumer behaviour

ABSTRACT OF THE RESEARCH:

Consumers' perceptions and attitudes towards change and innovation. The behaviour is mapped and analyzed based on the change in national currency change from Estonian Kroons to Euro. The results will be compared to the changes with other countries that have changed their currency to Euro.

Name: **RIINA KORIS**

TITLE / POSITION: lecturer

TOPIC: Customer Orientation in HE Providing Business Education

ABSTRACT OF THE RESEARCH:

The research gap constitutes itself in two dimensions – theoretical and empirical. Related to the *theoretical underpinnings* and studies conducted insofar, the phenomenon is subject to sceptical scrutiny for the following reason: although the relevance of customer-orientation has been widely discussed and successfully practiced in a number of industries, **there is very little common understanding as to whether education as a sector should be characterised by customer-orientation and if so, then in which aspects of the educational experience.** A number of authors advocate customer orientation (Keller 1998, Parasuraman *et al.* 1985, Kilic and Dursun 2007, Christensen and Bower 1996, DeShields *et al.* 2005, Hamel and Prahalad 1994, Seeman and O'Hara 2006), some reproach and dispute it (Franz 1998, Friga *et al.* 2003, Bailey and Dangerfield 2000, Boone 2007, Driscoll and Wicks 1998, Argenti 2000). As Eisenhart (1989) suggests, such conflicting literature, represents **an opportunity for further investigation** since it enables deeper insight into conflicting literature or emerging theory and forces the researcher into a more creative and frame-breaking mode of thinking, the result being often a theory with stronger validity, wider generalizability and higher conceptual level.

Regarding empirical evidence, the studies conducted so far have not yet revealed whether and how much students would appreciate a customer-friendly and accommodating school, whether accommodation is a characteristic of a strong school and if so, then in what categories or educational experiences.

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

DoRa grants for conferences and individual research

PARTICIPATION IN WORKSHOPS, MEETINGS:

Workshops within the 5th International Barcelona Conference in Higher Education in November 23-26, 2010

9 Department of Accounting and Finance

Research topics in the Department of Accounting and Finance are interdependence of stock markets, conceptual accounting data model in management of teaching – learning (instructional) process, the role of communication in the process of managerial accounting and controlling.

Researchers

During the period 2002-2009 coordination of the research in the Department of Finance and Accounting has been led by different professors. In 2010 **Associate Professor Alar Kein** joined EBS as the new head of the department and has been in charge on the research conducted in their area.

Principal members of the research team besides Alar Kein have been Andres Vesilind (associate professor), Eve Lamberg (lecturer, doctoral student), Ülle Päril (lecturer, doctoral student) and Maret Branten (doctoral student).

Partners

LHV Bank

Planned research activities for 2011

Department's monthly research (open) seminars starting from fall 2011.

Ülle Päril – defense of doctoral thesis, spring 2011

Preparation of applications for research grants and projects

Outlining of department's main research areas

Formation of research groups in cooperation with other departments (in interdisciplinary studies) and institutions

Participation in conferences

At least 2 publications (published or submitted for publishing). This is also conditional on funding for participation in conferences.

9.1 Involved researchers

Name: **ALAR KEIN**

TITLE / POSITION: Associate Professor, Head of Department of Accounting and Finance

TOPIC: Interdependence of stock markets: asymmetric aspects of spillover of returns and volatility

ABSTRACT OF THE RESEARCH:

The current research is a follow-up of my doctoral thesis and focuses on the spillover of returns and volatility in Central and Eastern European stock markets. The VAR-EGARCH-based framework is applied and daily, weekly as well as monthly data, are

used. Attention is given to possible sign- and size-related asymmetries and structural breaks in the spillover of returns and volatility. Preliminary findings provide support of the hypothesis of significant spillover of returns and volatility from the world stock markets into the Central and Eastern European stock markets, and reveal also the market-specific asymmetries in the spillover.

Name: **EVE LAMBERG**

TITLE / POSITION: lecturer, doctoral student

TOPIC: Conceptual accounting data model in management of teaching – learning (instructional) process

ABSTRACT OF THE RESEARCH:

Until recently data were stored as evidence of a transaction that made the data essentially un-analyzable. There is little evidence that any change has been made to improve accounting data analysis process. The matrix-based conceptual accounting data model (prototype) is the solution to incorporate data analysis to the decision-making process in the teaching of accounting and in the actual accounting by small enterprises.

PARTICIPATION IN WORKSHOPS, MEETINGS:

Entrepreneurship Summer University (ESU) 2010 conference which contained scientific research and experience exchange between European countries.

PARTICIPATION IN FACULTY DEVELOPMENT PROGRAMMES:

Primus

Name: **ÜLLE PÄRL**

TITLE / POSITION: lecturer, doctoral student

TOPIC: Management accounting and control

SPONSORSHIP, INTERNATIONAL AND LOCAL GRANTS:

DoRa – Istanbul and Brussels

MEMBERSHIP:

2009 - ... ENROAC (European Network for Research in Organisational and Accounting Change)

2007 - ... ICSB (International Council of Small Business)

2006 - ... EMS (Eesti Majandusteadlaste Selts)

2005 - ... EAA (European Accounting Association)

2004 - ... Eesti Raamatupidajate Kogu

Name: **MARET BRANTEN**

TITLE / POSITION: doctoral student

TOPIC: The impact of financial accounting on profit numbers

ABSTRACT OF THE RESEARCH:

The aim of research is:

To elaborate the conceptual basis, as regards the profit, for Estonian financial accounting rules, and the optimum profit model to Estonian enterprises.

To analyse the Estonian profit numbers in the context of international financial accounting, in order to provide to Estonian companies, having international connections, and to foreign investors, necessary information about differences in the size of profit, caused by various accounting rules or different interpretation of rules.

RESEARCH-ADMINISTRATIVE EXPERIENCE:

Co-ordination of R&D activity of the Faculty of Business Management;
Supervisor of Bachelor and Master Curriculum of Business Management.

INTERNATIONAL PROJECTS:

Participation in the activity of EDEN-Association

MEMBERSHIP:

Council of Euroacademy
Council of Faculty of Business Management
Editorial Board of the journal Baltic Horizons
Estonian Accountants Forum

10 Institute of Foreign Languages

Institute of Foreign Languages has no particular topic of research that is carried out continuously and systematically. Lecturers in the institute participate in the research activities carried out by other departments of Estonian Business School.

Language specific research topic in 2009 was “Politeness in cross-cultural communication”.

Researchers

During the 2010 coordination of the research was led by the **associate professor of the institute Ludmilla Podolski**.

10.1 Involved researchers

Ludmilla Podolski

Name: **LUDMILLA PODOLSKI**

TITLE / POSITION: Associate Professor

TOPIC: Politeness in cross-cultural communication

ABSTRACT OF THE RESEARCH

The present research was carried out to find out similarities and differences in the use of politeness strategies mainly by Estonians and Russians living in Estonia. For comparison we also took representatives of other cultures with whom we have close contacts, such as English and German. To serve this purpose a questionnaire was drawn up including both open-ended and multiple-choice questions. One of the issues focused on was the choice of the second person pronoun, T/V forms corresponding to the English ‘you’.

MEMBERSHIP:

Societas Linguistica Europaea