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Dissertations on Organization and Management in Estonia and Finland 1960–1989: Similarities and Differences

ABSTRACT

The paper analyses 28 Estonian and 34 Finnish doctoral dissertations on organization and management published between 1960 and 1989. The content and leading theme, methodology and main contributions of the dissertations are reviewed. The principal aim of the paper is to compare the evolution of organization and management research in Estonia and Finland and to review the impact of the social context of the two countries acting under different economic principles and surroundings. The main conclusion is that organization and management research agendas emerged at approximately the same time in both countries and developed at a comparable pace. The paper reveals that in it was still possible to perform organization and management research of similar themes in Estonia as in Finland despite the Soviet regime. However, the Estonian contributions were more focused in terms of topics while the Finnish counterparts provided topically more fragmented theses with no mainstream appearance. When considering the institutional pressures and responses to them, it appears that the coping mechanisms in the two countries were different: in Estonia mostly networking and opportunism to substitute for limited formal institutional support and legitimacy through practical industrial value, in Finland through building institutional and academic credibility and legitimacy, and striving for recognition and influence from the base of a short research tradition and a thin identity.

Keywords: *Doctoral dissertations, organization and management discipline*

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1. INTRODUCTION

This article is a comparative study of doctoral dissertations in Estonia and Finland in the field of organization and management published between 1960–1989. The challenge of undertaking cross-national comparisons is driven by multiple factors depending upon an understanding of the context including cultural, political and regulatory regimes which exist in each country especially with an expectation of inconsistency across national borders. The problems of equivalence are critical in all comparisons, not least in cross-cultural ones. Equivalence concerns knowledge, conclusions, research designs and analysis (Viinamäki, 2007). Comparisons tend to reveal both differences and similarities. The comparativist asks many questions such as whether the selected phenomenon is the same, that is, equivalent in terms and content and meaning, whether the relevance of the selective phenomenon is the same in all compared units and whether most characteristics of the phenomenon are mostly commensurable. The goal of equivalence is, however, sufficient likelihood, not absolute identity.

Most comparative studies seem to focus on functional equivalence. The idea of functional equivalence is crystallized in the fact that the same functions are implemented in various political-administrative functions. There is a need for capturing the essence of the explored phenomenon by applying authentic or local meaning in the comparison. The comparisons should actually base on theory, because theory provides the basis and relevance to empirical interpretation.

The trends and changes of the discipline of organization and management during the observed period can be interpreted also from the point of view of the development of institutionalization in both countries. Institutionalization means generally the emergence of orderly, stable, socially integrating patterns out of unstable, loosely organized or narrowly technical activities (Scott, 1992). It also describes the readiness with which the practice is given up or changed in response to new circumstances or demands. Institutionalization tends to take the form of ‘legalization’ understood as infusing a mode of governance with the constraints and aspirations of a legal order (Oliver, 1991). There is the struggle for recognition and influence, demand for new foundations of authority and new forms of participation included in this development process.

The institutional environment comprises the social, political, and legal aspects of the environment in which organizations are established. Although it does not directly affect the tasks to be performed, the institutional environment is powerful in shaping actions by formulating and

imposing government policies, cultural norms, behavioural standards and social expectations. Organizations and other actors have to deal effectively with institutional environment to gain legitimacy and credibility.

Institutional agents exercise critical and direct influence in a centrally controlled society. Under socialism legislation was supplanted by party decrees, most activities were centrally planned, the institutional environment was vertically oriented and the overall legacy of central planning dominated. This legacy of central planning tended to exercise considerable control over academic activities as well. During the observed period, Estonian scholars worked actually in a stable, predictable, and centrally planned environment, where societal and managerial functions were performed in an almost mechanistic manner.

Between 1960 and 1989, around 30 doctoral dissertations were published on organization and management both in Estonia and Finland. The field of organization and management is one of the few research areas related to business, where it is possible to perform a direct comparison between countries operating under different economic systems, Finland being a market economy and Estonia operating under the Soviet Union with planned economy. In many other areas of business research, for instance marketing, finance, entrepreneurship and macroeconomics, research in Estonia was nonexistent or incomparable contentwise.

During the observed period, the Soviet Union and therefore Estonia had a two-tier system of dissertations. The lower tier was labelled the "candidate" level and the higher the doctorate level. Only 3 of the 28 dissertations analyzed belonged to the latter. As under the Estonian legislation dissertations of both tiers were recognised as belonging to the PhD category, they will be treated as such and as equal to the Finnish PhD level (Rajangu, 1993; Correspondence of qualifications, 2005) thus fulfilling the requirement of sufficient equivalence in comparative studies.

The period under surveillance, between 1960 and 1989, was chosen because during this period the researches of both countries acted under comparable circumstances. Before 1960 there was not much administrative research in either country and after Estonia regained its independence in 1991, the research landscape of the country changed dramatically.

During the thirty-year period, some research on topics related to organization and management were also performed in the fields of sociology, psychology, law and political sciences. This paper focuses on dissertations performed from an administrative point of view. The paper reviews the majority of such dissertations completed during the period, but makes no claims towards being all encompassing and exhaustive.

The Finnish dissertations were defended in Finnish, Swedish and English at Finnish universities only while the Estonian ones in both Estonia and outside its borders (Moscow, Leningrad, Kiev) were defended in Estonian and Russian. It is worth mentioning that all Estonian dissertations were further controlled and approved by special independent entity in the Soviet Union (in Mos-

cow) as a final quality check, while their Finnish counterparts applied university specific quality control which may vary slightly from case to case.

As to the Finnish dissertations included in the sample, there were some difficulties in evaluating whether some of doctoral theses presented outside the schools of economics belonged to the field of organization and management. Six out of 34 were included, four from the University of Helsinki and two from Helsinki University of Technology. Several dissertations presented in industrial engineering and management, work and occupational psychology, sociology of organizations and administrative sciences during the investigated period were borderline cases, but for instance clear technological orientation or macroeconomic focus were employed as a criterion to exclude them.

The analysis of the dissertations was performed either from the manuscript of the thesis or books compiled by the authors themselves. The focus of the analysis was on the main theme or topic, theoretical frame of reference, research design and target population, methods and methodology, and results and implications. Appendix 1 includes the titles of the Estonian dissertations in English and Appendix 2 their counterparts in Finland. As a special note it has to be mentioned that the translation is approximate due to the intranslatability of some specific terms related to planned economy.

2. THE 1960S, THE START OF RESEARCH IN ESTONIA AND MODEST DEVELOPMENT IN FINLAND

1963 can be regarded as the starting point of administrative research in Estonia. In that year, Raoul Üksväära, the later leader of research in the field, a docent at Tallinn Polytechnical Institute (now Tallinn University of Technology) at the time, laid out the main plans for his doctoral dissertation. He spent the next academic year (1963–1964) as an exchange scientist at the University of California (Berkeley) and at Massachusetts Institute of Technology (Üksväära 1988). In 1967, Raoul Üksväära defended his thesis titled “Structure and Management of Business Organizations in the U.S.A.” (*Appendix 1*). As at that time there were no restrictions or explicit requirements related to language or volume, the dissertation was written in Estonian and comprised two volumes and 927 pages.

The dissertation of Raoul Üksväära gave an exhaustive overview of the development of organization and managerial thought and practice in general and especially in the United States up to mid-1960s. Professor Üksväära became the leader in the field and the supervisor of many later researchers for the whole 30 year period. The end of 1960s saw the completion of two more candidate dissertations (Candidate of Science, Kandidat nauk). The title of the first dissertation by Mati Tamm was “Use of Working Time by Executives and Managers in State Owned Farms in

Estonia". The dissertation focused on the allocation of managerial time and made suggestions for improvements to managerial work in large farms. The title of the second dissertation by Madis Habakuk was "Formalisation of Administrative Decisions at Individual and Group Level". The dissertation focused on decision-making at group and individual level mapping the specifics and making comparisons between the two levels. These three dissertations, being of very varying themes, laid a good foundation for providing rich variety in later research.

In Estonia, the end of the sixties and the seventies were a prosperous period in management research, teaching and consulting. Important signs of this were the establishment of the Chair of Organization and Management at Tallinn Polytechnic Institute, development and implementation of a production management curriculum and a lecture series on management launched in all university curricula.

On the Finnish side, interests in empirical work in organization and management were stimulated through the new methodological openings introduced by sociology after WW II. There were only a few dissertations in the late 1940s, but some half a dozen in the 1950s such as the dissertations of M. Koivisto, P. Koli, V. Laakkonen, P. Seppänen and J. Siipi all focusing on various issues in work organizations – but actually not a single one in the country's four schools of economics and business administration existing in the 1950s. Unfortunately this interest in work organizations did not continue in the 1960s and almost disappeared in the politically stormy late 1960s and 1970s among sociologists, who had earlier been pioneers in this field.

There was not much progress in the 1960s when the number of dissertations in business administration did not increase. Oiva Laaksonen's dissertation "Finnish business leaders. Their social mobility and educational background" in 1962 was presented at the University of Helsinki, Faculty of Political and Social Sciences (written in Finnish). Laaksonen worked as a professor of organization and management at Helsinki School of Economics and Business Administration in 1968–1989. In the Swedish School of Economics and Business Administration (Helsinki), Sven Kock's dissertation "Management and Motivation" (written in Swedish) was an opening in the field of management and organization in 1965 (the differentiation development of business schools from traditional "Business Economics I and II" introduced this new field in Finland actually only in 1970).

The first chairs in the discipline in Finland in the schools of economics and business administration were created in the mid 1960s under the title "Economic Sociology". This meant also methodological input brought in by empirical sociologists. The positivist survey approach with multivariate analyses dominated the field. This meant also an increasing Anglo-Saxon impact, although the Scandinavian links (Sweden and Denmark) were popular particularly among the Swedish speaking scholars.

The names of the chairs changed in the turn of the 1960s and 1970s when the first variants

of “organization and management” were introduced. However, the new discipline (“business economics – administration”) steered in Finland an ambiguous course between the academic universities and practical business life. Tainio et al. (1982) noticed that the role of Finnish business economics in general remained more practical than research-oriented throughout the 1950s and 1960s. The newly created chairs meant a broadened institutional base, but because of missing tradition and identity these positions were open to people of another academic background and often another disciplinary approach (such as sociology, industrial management and applied psychology) than economics in general and organization and management in particular.

3. THE 1970S – WIDER RESEARCH PERSPECTIVE AND GREATER VARIETY OF THEMES

Major changes took place in Finland’s institutional arrangements in the field of science and technology policy. The old Academy of Finland was substituted by the New Academy of Finland. The Scientific Council of Finland was established in 1970 to make initiatives, follow, develop and participate in international cooperation in science (particularly with the Nordic scientific institutions), and send and invite scholars and scientists to Finland (Tiitta, 2004). The New Academy of Finland consisted of six scientific councils, the closest of which to the organization and management discipline being the Council for Social Sciences. Several international examples were behind this development, and comparisons and the impact of OECD and UNESCO had indicated that Finland was behind its western counterparts in terms of research structures and systems. The science and technology policy became an essential part of the societal policy in accordance with international examples (Pohls, 2005).

This change arose from the rules of efficiency and also from constraints imposed by the state. It indicated also the efforts needed to achieve rationality with uncertainty and constraints, leading to homogeneity of structure – “institutional isomorphism” – through forcing each unit to resemble other units that face the same set of environmental conditions. Typically, many ministries (such as the Ministry of Labour and the Ministry of Social Affairs and Health) established research departments of their own to provide relevant information for socio-political decision making. This increased the partly competing “non-academic” research in the field considerably in the 1970s.

There were a number of members in the Council for Social Sciences representing business economics from 1970 to 1989, but their background was in accounting and economics. The first representative of organization and management was nominated only in 1992 (Heikkilä, 2007). Furthermore, the councils did not have resources for developing international activities, and they became important educators for young researchers. Private foundations, such as the Foundation

for Economic Education, played an important role as supporters of dissertation works in organization and management the 1970s.

The institutional base of the discipline of business economics – administration (later “organization and management”) was established in Finland in the turn of the 1960s and 1970s. It was connected with the reform of management education set up in the late 1960s. This reform had both practical and scientific objectives trying to raise the scientific status of the different specialized business skills (Tainio et al., 1982). The areas of business operations such as leadership, organizational structure and process, organization design, personnel management and industrial relations together with the emergence of ‘professional middle managers’ gained emphasis and were included in the curriculum.

The idea of “general specialized managerial education” was presented: besides the knowledge generally needed in managerial jobs, specialist skills in a particular area of management should be developed. This was seen also as a solution for the growing need for qualified middle managers in the hierarchies in the large, decentralized companies with several profit centres. At the same time, post-graduate management programmes were extended and a national plan and cooperation between the major institutions in charge was presented based on a report by the Finnish Innovation Fund (Sitra).

Once this institutional “core” of the discipline was established, it began to spread from Helsinki to other schools of economics and the equivalent faculties of the universities in other parts of the country including the professorships in management and organization in Tampere, Vaasa and Turku during the 1970s.

As to dissertations in the field of organization and management in Estonia, the seventies of the last century saw the completion of at least ten dissertations in Estonia. The thesis by Hillar Kala (1970) studied the division of labour and co-operation at the level of enterprise (plant) management. The thesis by Jaak Leimann (1972) looked at production management of machine and apparatus building enterprises. The thesis by Albert Vendelin (1972) concentrated on system analysis and decision-making. Madis Välja passed his thesis (1973) on management principles of co-operative concerns. Teo Saimre investigated advertising organizations and their administrative concerns and defended his thesis in 1975. Kostel Gerndorf developed and introduced a method for procedural analysis in his thesis in 1975. Ants Kulo and Bruno Saul defended their theses in 1975, the former concentrating on management issues in the construction industry and the latter expanding on administrative themes in communication organizations. In 1976, Aivo Reiner completed his thesis on the concentration of production operations and forming associations of industrial facilities. The last on the list is the thesis by Ülo Pärnits on order making activities of executives and managers.

One of the main reasons for the great variety in research themes was the different background

and rich experience of the authors. While the authors of the first theses in the 1960s had an academic background and worked at universities, the authors of later theses had mostly an industrial background. Many of them completed their theses as a by-product beside their working activities as high level managers (Madis Välja, Albert Vendelin, Ants Kulo, Bruno Saul, Ülo Pärnits). Many of the theses concentrated on organizational design (structure and layout) issues. One of the main theoretical thrusts which laid the foundation for their theses was structural determinism.

The 1970s introduced some new approaches and methodologies in Finnish dissertations. There were mainly two inspiring sources: Harvard Business School, where four (C. Junnelius, L. Ahlstedt, H. Gahmberg, A. Miettinen) out of the 11 PhDs in the 1970s studied (Appendix 2) and Stanford Business School, where G. Sevón and R. Tainio studied. A further major impact came from SIAR (Scandinavian Institutes of Administrative Research), founded in Sweden in 1966. This institute saw that its most important mission was to show that research and consulting can stimulate each other and theoretical knowledge can be used to solve practical problems. The SIAR approach stemmed from and further developed the actor-oriented action research tradition. It also appreciated interpretative case research rather than the positivist survey tradition.

The first SIAR inspired dissertation in Finland was Christian Junnelius' multiple-case study based thesis on investment process in different types of organizational structures, published in 1974. This was the first dissertation applying the case study methodology, but the so called nomothetic approach dominated still a decade later (Kuitunen, 1995). The SIAR contributors' publications are numerous (Carlsson 2000) and qualitatively well equal to those by university scholars – if not higher. The SIAR staff operated in many aspects as predecessors of research conducted in the field of organization and management. For example, the case method became fully accepted as a dissertation methodology in Finland only a decade or two later. All in all, SIAR's influence was seen directly (two more dissertations in the 1980s) as well as indirectly because of the university links maintained particularly in Sweden and Finland. Later SIAR became famous for "the SIAR School of Strategic Management," which was successful even in the highly competitive U.S. consulting market.

The themes, research designs and methodologies employed in Finnish dissertations in the field of organization and management varied greatly in the 1970s. There was no mainstream but rather single theses. Decision making was a popular topic (Lindström, Junnelius, Sevón, Haglund) although the methodologies varied, and personnel management was another one with the same variety of methodological approaches (Tainio, Kivikko, Miettinen, Ahlstedt). However, the positivist tradition still dominated in spite of some new openings presented. At the same time, a further effort particularly in Finland was to create an identity of its own for "organization and management" as a separate discipline differentiating from other more established business research areas such as accounting and marketing. The background theories of this brand new discipline came

typically more often from social sciences than from economics. For example, Heikki Urmas' dissertation (1975) was a historical study of the negotiations in the collective bargaining system of Finland between 1962 and 1969.

The overall picture of the dissertations in organization and development in the 1970s reveals a rather individualistic nature of research in Finland: the heritage in this field was still weak and the output low. The discipline extended and modified its boundaries trying to build its academic and institutional legitimacy step by step from its still marginal position particularly in the schools of economics.

4. THE 1980S – CONSIDERABLE EXPANSION IN RESEARCH ACTIVITIES

At least 15 dissertations were defended in Estonia in the 1980s. Madis Habakuk completed a thesis on decision-making and performance management (1980), Tiit Elenurm (1980) researched organizational change, and Peeter Kross (1980) looked at possibilities to improve decision-making through management training. In 1982, Endel Oja was the first researcher to bring attention to strategic management. In the same year, Talvi Märja, a researcher with psychology background, investigated teamwork. Jelena Rootamm (1983), Kulno Türk (1985) and Vello Vallaste (1987) investigated different facets of personnel management. Dalia Üksvärav (1986) defended a thesis on management control processes.

The end of the decade saw a further expansion in the spread of themes. Boris Kirt defended his thesis (1988) on the strategic management of production. The dissertation by Vladimir Maslov (1988) was on product portfolio management. Based on his longstanding management consulting experience Jaak Leimann defended his thesis on consultancy based approaches to management in 1989, the same year seeing the completion of theses also by Ants Kikas on the development of organizational structures, Erik Terk on strategic decision-making and Ants Aamer on organizational development.

In a number of cases the theses drew on earlier research (decision-making, organization design). In line with overall trends new themes sprang internationally in administrative research: personnel management, organizational development, strategic management and management consulting. A majority of the authors worked in universities or consulting organizations. Most of the theses were completed on the basis of training and consulting work.

The number of Finnish dissertations almost doubled in the 1980s totalling 19. The variety of themes, theoretical bases and methodological solutions further increased further, rather than being positioned around some mainstream approach. By using loose criteria, five dissertations can be categorized to organizational structure, organizational development or organizational change (Santalainen, Routamaa, Korolainen, Tuominen, Ropo). Another set (Kyläkoski, Harju, Lahti,

Haahti) concentrated on strategic management and two on technological change (Juuti, Woiceshyn), while the rest represent a wide variety of themes from organizational communication to symbolic management.

To summarise, the 1980s mostly indicated a continuation of what had been accomplished during the previous decades. Although the number of doctoral dissertations increased, the fragmented landscape was still there with neither clear schools of thought nor mainstream methodological consensus. It was more about diversity than order. Typical for the decade was that new very small units without critical mass were established in various parts of the country. Proper supervision of doctoral students was by and large missing and many PhD candidates were on their own. Furthermore, a great majority of doctoral students were preparing their theses on part-time basis (the phenomenon is still there two decades later, although there are major improvements in terms of international contacts, doctoral schools and methodological courses). A good number of solutions were borrowed from “the neighbours” such as sociology, behavioural sciences, economics and statistics (this is actually not a sin but highly recommended especially for new disciplines looking for their identity).

There was a fairly strong search for alternative approaches, but it seems to have led rather to theoretical diversification than to an integration process. The tradition was still short and fragmentary. From the institutional point of view, there were pressures from outside and inside the universities. The discipline of organization and management was still looking for the advantages of conformity including more prestige, stability, legitimacy, social support, internal and external commitment, access to resources, and acceptance in professions.

On the Estonian side, the institutional environment invoked strategic behaviours that were more unique and varied from the response of the counterparts in Finland. Informal networking and active agency of single scholars played a major role and there was more compromising – balancing the expectations of multiple constituents, particularly between academics and management practitioners. On the other hand, procedural conformity in Estonia was very strong during the observed time. The legitimacy of the dissertations was confirmed through their pragmatic industrial value.

5. OVERVIEW OF THEORETICAL BASES AND RESEARCH METHODS

The organizational theories in the 1960s and 1970s were strongly embedded in structural determinism. Organizational processes were less investigated and the organization development (OD) movement had just started in the late 1960s in the USA. Systems theory and systems thinking were also growing and were used in various contexts. By employing rather loose criteria, Table 1 indicates much more focused topical dissertations in Estonia compared to the counterparts in

Finland during the observed time period. It is somewhat curious that there were no more dissertations in strategic planning during the period in spite of the central economic planning. However, when systems analysis, structural determinism oriented and decision making focused dissertations are added up, they cover some 40 per cent of all doctoral theses published in Estonia between 1960 and 1990.

In the Western world, some landmarks in the field of strategic management can be noted (the concept was introduced only in 1978): Igor Ansoff's "Corporate Strategy" was published in 1965, Michael Porter's "Competitive Strategy" in 1980 and "Competitive Advantage" by the same author in 1985.

TABLE 1. Topics of Dissertations in Management and Organization in Estonia and Finland in 1960–1989

Topic	EST		FIN	
	No	%	No	%
Systems analysis/systems thinking	7	25	4	12
Organizational theories	4	14	5	15
Strategic planning/management	3	11	4	12
Decision making	5	18	4	12
Human resource mgnt/Personnel mgnt	3	11	4	12
Theory of mgnt activities	2	7	1	3
Others	4	14	12	35
Total	28	100	34	101

It is even more difficult to try to classify methodologies employed in the dissertations presented in those years. We can state, however, that positivist surveys including such data collection procedures as questionnaires and interviews together with the use of multivariate analyses dominated in both countries throughout the period. It is interesting to notice that the case method as a research approach was introduced in both countries at the same time in the early 1970s. Experimental and quasi-experimental research designs were also administrated in both countries in a few dissertations.

The topics can be evaluated from the perspective of dominating management paradigms, too. Guillén (1994) considers scientific management, the human relations school and structural analysis three most important paradigms of the twentieth century. He has also researched the adoption patterns of these paradigms in various countries. Most significant management doctrines were principally imported from the USA (Locke, 1988; Seeck and Kuokkanen, 2010; Seeck and Laakso, 2010), which has been the case for not only Finland and Estonia, but for many other countries, too.

Paradigm dominance tends to progress in waves, but actually more than one paradigm can be applied simultaneously in the same country. There are some dissertations in the Estonian data and one in the Finnish sample predominantly stimulated by the scientific management based ideas in the late 1960s and early 1970s, but this doctrine is challenged and replaced by structural analysis driven dissertations from the 1970s on. In all, almost one third of the Estonian doctoral theses and some 15 per cent of the Finnish ones can be grouped into this category (Appendices 1 and 2).

The 1970s was the decade of human resource management (or ‘personnel administration’ as called then; Lilja, 1987) in Finland and one can observe an increasing number of human relations school oriented dissertations from the mid 1970s on. The same trend can be seen in Estonia. The proportion of strategic management driven studies in the sample is about the same in both countries as indicated in Table 1. Thus, less differences than expected were noticed between the paradigms employed as the background ideologies in the two dissertation samples. The two further paradigms, ‘organizational culture’ and ‘innovation theories’ (Huhtala & Laakso, 2006; Seeck & Kuokkanen, 2010) did not yet emerged in the dissertations by the end of the 1980s.

6. ORIENTATION OF THE THESES, THEIR THEORETICAL RESULTS AND PRACTICAL IMPLICATIONS

Universal theories are seldom developed in business studies unlike in natural sciences. There are a number of “middle range theories” stemming usually from social sciences or economics. Great many are “local theories” or so-called replica studies by nature although according to the expectations each doctoral dissertation is supposed to include “new scientific knowledge”.

However, doctoral dissertations are seldom developers of genuine new theories – they rather tend to test existing ones with new samples and contexts. Mostly they provide incremental improvements or small scale contributions to theoretical aspects if anything theoretically new at all. In a typical dissertation coherence between the theoretical frame of reference and empirical results achieved qualifies it as an academic thesis.

The comparisons of the two countries in terms of the theoretical and practical implications of the dissertations during the observed time period indicated again a more coherent (less fragmented) orientation of Estonian theses compared to their counterparts in Finland. This can not be explained by the higher number of Finnish dissertations, but is a typical characteristic of the sample. The Estonian dissertations seemed also to be stronger in terms of their practical implications and recommendations for the business community. This might be due to the supervisory instructions in Estonia.

A good number of Estonian doctoral candidates were experienced managers, who got interested in practical industrial problems, and went back to industrial positions after their dissertation. New mainly western ideas came to Estonia via multiple channels. Researchers got new ideas and started to seek solutions by their own data. Estonian scholars were actually development engineers. It was a major issue, how the results were applied to practice in firms. Special reports were written by the researchers and they were read and often signed by the deputy ministers.

There was a shortage of scientific journals: original ones were available only in the Lenin Library in Moscow (nothing in Tallinn), and article reviews in Russian. Ordinary economics and business economics were based on centrally planned principles, which was not interesting to most Estonian scholars. Management based on mathematical models was fashionable to the extent that research without mathematics was not considered rigour research.

On the Finnish side there were no shared or common rules concerning this issue. Another reason was that in Finland there were many doctoral students who had never been working outside university, which was not the case in the Estonian context. The general trend in Finland was to follow the main international trends – particularly Anglo-Saxon and Nordic schools of thought – but after relatively long delays in the 1970s (Ståhlberg, 1984). However, these delays got shorter in the 1980s (Tuominen, 1984). There was a process of becoming a self-contained branch through a differentiation process involving a considerable effort to increase theoretical and explanatory relevance (Tainio, 1984; 1987). Thus, pragmatic questions and solutions received less emphasis in Finland than in Estonia, although most dissertations were empirical. Yet, a good number of researchers seem to have selected their topics rather at random than as a part of dominating international research discussions or theoretical frameworks.

7. IMPACT OF DISSERTATIONS AND FURTHER CAREER OF AUTHORS

In Estonia, unequivocally the most important and of greatest significance among the doctoral dissertations on management and organization was that of Raoul Üksväära. His work was what ignited passion and inspiration in many a researcher, lecturer and consultant. As a major step his work gave the push to start subscribing to international scholarly journals and to establish cooperation with researchers in the Soviet Union and abroad, in Poland and Finland.

Professor Üksväära and his fellow researchers became acknowledged lecturers and speakers and were renowned consultants (Gerndorf 2006, Leimann 2005). In 1978, the Chair of Organization and Management reached its prime with over 30 full-time staff members teaching, researching and consulting. Later, international contacts flourished. Management research also expanded beyond the university walls with the establishment of several research and consulting centres and training facilities, headed by some of the authors listed in preceding chapters.

Several authors continued their work as high level executives, several of them as members of the Government of the Soviet Republic of Estonia (A.Vendelin, B.Saul). At the end of the 1980s, many of the authors joined the Estonian independence movement. Already in the beginning of the nineties, in the newly freed Estonia, Raoul Üksväärav became a member of the Parliament, Jaak Leimann became the Minister of Economic Affairs in three governments and Madis Habakuk established a private business college. Ülo Pärnits joined the ranks of successful businessmen, Peeter Kross became a rector and Erik Terk the leader of a newly established research institute. Raoul Üksväärav was awarded an honorary doctor's title by the Turku School of Economics.

Today (2010), roughly a third of the authors are active in business and another third work for universities. Many are retired and unfortunately three have passed away.

In Finland, the 1970s were `a golden age` of universities in the sense that new ones were set up in the late 1960s, more resources allocated to all universities and a good number of new chairs in organization and management were created. Student intake increased rapidly. This meant also that the former `elite universities` became `mass universities`. There was actually a shortage of competent candidates for the newly established chairs in the 1970s and 1980s, and several rather young scholars were nominated as associate or full professors.

When looking at the career paths of the 34 persons who doctorated from mid- 1960s to 1989, 79 per cent of them became professors. 12 per cent worked later as (full-time) consultants and only 9 per cent moved to business. This is very typical of a newly established discipline where presumably only the second generation tends to show more variety in their professional choices.

The USA stayed as the most favoured pre- and post-doctoral incubator: 13 (38 per cent) of these 34 persons have spent a minimum of one year in some US university, many of them several times. The UK and Scandinavian countries come next, but to a less extent. There were only a few longer visits in earlier dominating German speaking countries. Three persons from this group have passed away and 9 retired.

There are two organizations of importance worth mentioning in this connection. The European Institute for Advanced Studies in Management (EIASM) was established in Brussels in 1971 to operate as an academic meeting point and network for European scholars in the first place. It has arranged a number of topical workshops, doctoral tutorials and provided a venue for sabbatical visits. Through Helsinki School of Economics and Business Administration Finnish scholars in organization and management had the advantage to attend all EIASM's activities from its foundation on. Another community SCANCOR (Scandinavian Consortium for Organizational Research) was established in September 1989 and thus its impact focuses beyond the period studied in this paper.

8. SUMMARY AND CONCLUSIONS

The doctoral dissertations presented in Estonia and Finland in the field of management and organizations between 1960 and 1989 represent a rather fragmented landscape, particularly in the case of Finland. A reason for this fragmentation was established through founding many small departments, which made it difficult to develop a research culture and to attract foreign visitors for longer working periods. The field was still at its initial and emerging stage in both countries lacking by and large ambitions to carry out leading edge research of international repute, publish in top-level journals and to build a basis for sustained global excellence. The units have performed a more regional role focusing rather on a knowledge brokering role and educational mission: to train students as well as possible. In comparison, the Estonian counterparts seem to have focused more on direct usefulness to the business community and practical business implications.

Research in Estonia employed “balancing tactics” as a response to institutional processes. Balancing tactics refer in this context to accommodation of centrally planned constituent demands in response to institutional pressures and expectations. Balancing was the attempt to achieve parity among and between relevant stakeholders and internal interests. Another tactics, “pacifying” (Olivier, 1991), constituted partial conformity with the expectations of the relevant constituents of the centrally planned system.

Higher education tends to integrate international management and business research community, which has been mainly US-driven since the Second World War. In both countries, the system opened up to the world to pull for stronger academic excellence rather late, but this was naturally much easier in Finland than in Estonia. This can be partly explained by the differences in the task environment in the two countries: those features of the environment relevant to the discipline as a production system – the sources of inputs, markets for outputs, and regulators. In the case of Estonia, the opportunities under the communist regime were very limited. The institutional landscape featured predominantly state agents and local authorities of the centrally planned system. Thus, opportunities to negotiate and bargain with dominating constituents in Estonia was very limited. In this context it is amazing to notice that there was relevant and decent quality research in organization and management in Estonia during the period 1960–1989. As an explanation, the agency perspective should not be underestimated as noted earlier.

The first three decades of development in the field of organization and management research can be analysed from the point of view of role differentiation. In terms of academic excellence doctoral dissertations constitute a basis for further scholarly development. In both countries the early development seems to be stronger in `practice theories` than in general theory building. This is particularly true in the Estonian case where the published dissertations were mostly close to the business community. In Finland we can see a bit more accumulation of empirical work

within the framework of existing theories during the same time period, maybe because of easier access to the international research community.

The second role is that of national uniqueness. Both Estonia and Finland have a privileged location to do certain types of research such as studies benefiting from a geographical proximity (e.g. Russian, Baltic and Nordic collaboration) or from specific industrial sectors such as construction or energy efficiency. However, these themes were not much seen in a broader sense in the dissertations studied, which focused mostly on rather narrower national or location issues.

For both countries, research strengthening national identity played an important role for social and institutional legitimacy in their development from the 1960s to the late 1980s. The responsiveness to the needs of regional and local business communities are important drivers of employment and growth and can facilitate funding, local and regional social ties and provide a sense of anchoring. A strong national identity works also as a stepping stone to international bridging and co-operation.

It is natural that the greater number of units in Finland had a tendency to position themselves differently and gave priority to one mission or another. A general trend in both countries was a shift from the German tradition (and the Soviet one in Estonia) to the Anglo-Saxon one. In Finland this general trend has surrounded itself with a considerable intake of new doctoral students who never accomplished their studies and a set of other fragile and sometimes dysfunctional extensions, such as acting professors and a variety of small units in small universities, in response to regional development policies (Ekonomikoulutus Suomessa – ekonomutbildningen i Finland, 1995; Research in Business Disciplines in Finland, 2005). This allowed growth to happen, but it was quantitative rather than qualitative, leading to fragmentation and instability in the doctoral education, which did not work in favour of research excellence. It also indicates a typical dimension to environmental effects in early development dominated by “technical processes”, rewarded for effective and efficient performance instead of institutional processes characterized by the elaboration of rules and requirements to which organizations must conform in order to receive legitimacy and support. However, as a comparative indication, Estonia with the population of less than a third of that of Finland, was able to produce almost the same number of doctoral dissertations in “organization and management” area as its northern neighbour. ■

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APPENDIX 1. Estonian Doctoral Dissertations on Organization and Management in 1960–1989

Name	Title/Topic	Theoretical frame of reference	Research design/ Target population	Methodology	Main results/ implications
1. R. Üksvarav 1967 (Tallinn University of Technology)	Structure and Management of Business Organizations in the USA	Structural theory of management, management functions	Large US companies	Descriptive survey	Suggestions to restructure Estonian firms and management
2. M. Tamm 1969 (Estonian University of Life Sciences)	Managers' Use of Working Time in State Owned Firms	Theory of managerial work	36 sovkhozy in agricultural industry 4,581 managerial working days	Analysis of working hours; self-reporting questionnaires documents	Better allocation of managerial time Supporting organizations for better allocation of managerial time
3. M. Habakuk 1969 (Tallinn University of Technology)	Formalization of Decision Making at Individual and Group Level	Theory of decision making	University students, top managers in 3 firms	Optimization theory in decision making	Developing tools for decision making research Planning tools for optimization Soft side in decision making was introduced
4. H. Kala 1970 (Moscow Institute of Engineering and Economics)	Socialist Management: Division of Labour and Co-operation in Business Organizations at Various Levels	Normative theory of Organization Structure and Division of Labour/ Co-operation	Managers all over the country	Statistical analyses Follow-up research design	New directions for developing organizations in a situation where amount of managers has increased and effectiveness weakened
5. J. Leimann 1972 (Tallinn University of Technology)	Improvement of Production Management in Heavy Industry	Behavioural theory of the firm Theory of self-regulation	26 units in machine and equipment industry in Estonia	Interviews Correlational and other statistical analyses	Mimimizing of disturbances Introducing behavioural research methods Suggestions for training interventions

6. A. Vendelin 1972 (Moscow Central Institute of Economics and Mathematics)	System Approach for Decision Making at Top Management Level	Systems thinking			Case method	Recommendations for complex decision making situations			
7. M. Väälja 1973 (University of Tartu)	Improvement of Production Management	Theory of diversification	28 industrial firms, 54 firms in service industry	Interviews, organizational analyses, economic analyses	Structural development at group level				
8. T. Saimre 1975 (Tallinn University of Technology)	Advertising Organization	Structural determinism	Advertising agencies in Estonia	Multiple case study	Idea of flexible structure in a planned economy				
9. K. Gerndorf 1975 (Tallinn University of Technology)	Analysis of Procedures in Industrial Firms	Theory of management processes	Top managers in 41 Estonian firms	Questionnaires Interviews Systems analysis	Analytical experiment in 7 firms A new method for analyzing processes				
10. B. Saul 1975 (Leningrad Institute of Economics and Finance)	Organization and Management in Communication Sector	Structural organization theory	58 firms in communication sector Their structural development	Expert opinions (Delphi method)	Better organizations in this sector (Implemented when B. Saul was a minister in charge)				
11. A. Kulo 1975 (Tallinn University of Technology)	Management and Organization Structure in Construction Industry	Structural determinism	22 firms in construction industry	Questionnaire Expert opinions Economic analyses	Suggestions for improved organization structure in construction industry				
12. A. Reiner 1976 (Tallinn University of Technology)	Concentration and Formation of Production Facilities	Structural determinism	Estonian firms in light industry	Statistical and financial analyses	Structural recommendations to merge small enterprises				
13. U. Pärnits 1979 (Tallinn University of Technology)	Order Formation and the Chain of Command Giving	Communication theories; leadership theories	Three enterprises and one ministry	Multiple case study	Developing research methods; developing modules for further training				

14. M. Habakuk 1980 (Tallinn University of Technology)	Decision Making and Management by Objectives	Decision making theories, decision trees	14 Estonian enterprises	Experiment and interviews; a longitudinal study	Central role of goals in decision making
15. T. Elenurm 1980 (Tallinn University of Technology)	Implementation of New Organizational Structures	Change management theories	24 Estonian enterprises	Survey and interviews, expert opinions, documents	Developing change management tools
16. P. Kross 1980 (Tallinn University of Technology)	Decision Making Process of Management Training	Situational analyses Decision making process	Trainees: 320 supervisors, 130 unit managers and 223 product managers	Experiments	Research methods in decision making Training modules in decision making
17. E. Oja 1982 (Tallinn University of Technology)	Improvement of Management by Organizational Development	Strategic planning of Organization Development (OD)	52 enterprises 102 managers	Questionnaire Expert opinions Interviews	Developing research methods
18. T. Märja 1982 (University of Tallinn)	Socio-psychological Side of Teamwork	Theory of teamwork	283 managers 61 training groups	Sociometry Questionnaire Group interviews Psychological testing	Improving teamwork
19. J. Rootamm 1982 (Tallinn University of Technology)	Formation and Use of Personnel in Filling Managerial Positions	Trait theory of leadership	34 enterprises	Expert opinions Questionnaire Team work, interviews Correlation and cluster analyses	Recommendations for leadership development
20. K. Türk 1985 (University of Tartu)	Reduction of Turnover and Achievement of Stable Personnel in Trade organizations	Turnover theory Career path theory	2,000 shop assistants	Biographical method Expert opinions Documents	Identification of life-cycles and turnover phenomenon
21. D. Üksvärav 1985 (Tallinn University of Technology)	Improvement of Control Function in Manufacturing	Theory of Management Functions	Top managers in Estonian and Lithuanian light industry	Questionnaire Correlation analysis	Suggestions about how to manage control function

22. V. Vallaste 1987 (Leningrad Institute of Economics and Finance)	Formation of Management Personnel by an Integrated System	Theories of career management and management development	365 managerial careers in 1961-1985	Questionnaire Documents Statistics	Development suggestions for recruitment and training
23. B. Kirt 1988 (Tallinn University of Technology)	Strategy Formation for the Development of a Business Firm	Theories of strategic planning	Single case study (a large firm)	Modelling	Suggestions about how to implement strategic planning in production
24. V. Maslov 1988 (Institute in Moscow)	Organizational and Economic Means for Formation of a Product Portfolio Mix	Theory of product portfolio	Firms in light industry in Estonia	Modelling	Suggestions for textile and shoe industry
25. J. Leimann 1988 (Tallinn University of Technology)	Management Consulting as a Tool for Improving Performance in Business Organizations	Concept of professional services	Several Estonian firms	Action research Questionnaire Situational analysis	Introducing management consulting tools Development and training of consultants
26. A. Kikas 1989 (Tallinn University of Technology)	Development of Organizational Structure On Functional and Technical Basis	Theory of Organizational Design	47 enterprises	Questionnaire Consulting	Introducing a new research approach for structure and org. design problems
27. E. Terk 1989 (Tallinn University of Technology)	Preparation of Management Strategic Decision-Making	Decision-making theory	160 decisions taken in firms during 10 years	Multiple case study Mathematical analysis	Role of consultants supporting in decision-making
28. A. Amer 1989 (University of Tartu)	Organization Structure Problems in Catering Business	Structural determinism	Catering sector in large cities; 230 managers	Interviews Questionnaires Participant observation	Recommendations about centralization

APPENDIX 2. Finnish Doctoral Dissertations on Organization and Management in 1960–1989

1. O. Laaksonen 1962 (University of Helsinki)	Finnish business leaders. Their social mobility and educational background	Theory of social stratification and social mobility	720 senior executives in large Finnish companies	Rolls and registers, postal and phone survey, interviews (n=86); variance analysis	Description and explanation of the background of Finnish executives, their job mobility and course of career
2. S. Kock 1965 (Swedish School of Economics)	Management and Motivation	D. McClelland's motivation theory	15 Finnish firms in knitwear industry during a 10 and 8-year period	A projective personality test (TAT), financial indicators	Need for Achievement of managers correlates positively with firms' expansion and gross investments
3. C-G. Lindström 1971 (Åbo Academy University)	About Information in a Decision-Making Process	Systems analysis	Literature survey, 3 profit centres of a papermill, sales department's market forecast	Sensitivity analysis, simulation, model building	Identifying 6 types of information and 3 models for decision situations
4. T. Mäki 1972 (Helsinki University of Technology)	Supervisory System in a Textile Firms' Organization	Work analysis of supervisors System theory	315 responsibility areas of supervisors in 273 worksites in textile industry	Questionnaires Multivariate analyses	Differentiation of supervisory work Formation of supervisory practice
5. C. Junnelius 1974 (Swedish School of Economics)	Forming of an Investment Process in Different type of Organizational Structure	The phase theory and behavioural perspective of capital budgeting process, structural theory of organisations	Multiple case study (3 firms)	Unstructured interviews	Impact of traditional dominating ideas and internal political system on the capital budgeting process
6. H. Urmas 1975 (Helsinki School of Economics)	Labour-piece System in Finland as a Subsystem of the Society	Theory of labour-market system as a centralized collective bargaining policy carrier	Labour-peace as a subsystem of the Finnish society in 1962-1969	Document analysis Archives Personal notes Interview statements	The role of reconciliation, adaptability and controllability in the bargaining in the labour-peace system

7. K. Pulkkinen 1976 (Helsinki School of Economics)	Institutionalization and Formalization in the Administrative Process Controlling the Structure and the Process of Organization	Administrative theory of organizations Institutional theory	Collection of articles	Comparative analysis	The need for interdisciplinary research on organizations
8. R. Tainio 1977 (Helsinki School of Economics)	Determinants of Labour Turnover of the Firm	Labour turnover theory (economic and behavioural views)	Factories located in four different economic regions	Time series Correlation analysis A case study	Explanations of labour turnover in various economic regions
9. L. Kivikko 1977 (Helsinki University of Technology)	Opportunities to Develop Creative Activities among Managers and Planners	Theories of creativity	100 people (managers and planning experts)	Evaluation study with a control group Statistical testing	Creativity training is most effective in the middle of the distribution
10. A. Miettinen 1978 (University of Helsinki)	Organization and Maintenance of Training Results	Evaluation theory Organization Development theory	Follow-up study Quasi-experimental design	Questionnaire, diaries, self- and peer assessments	Training results don't necessarily maintain because of organizational factors
11. Leo Ahlstedt 1978 (Helsinki School of Economics)	Functional Specialization and Mobility in Career Development	Career development and mobility theory	298 managers in various firms	Survey; focused interviews and case studies	Model of management development and mobility
12. S. Haglund 1978 (Swedish School of Economics)	Effectiveness in Decision Making Groups	Theory of social systems Decision making in small groups	120 students in 21 small groups	Business game, Self-ratings, group survey, observations Game reports	Identification of decision behaviour in small groups
13. G. Sévon 1978 (Åbo Academi University)	Prediction of Social Events	Probability theory	Experimental design 388 students	Value judgment scale Regression analysis	Clarifying the empirical relationship between probability and uncertainty

14. T. Santalainen 1980 (Turku School of Economics)	Organization Development (OD) as a Change Process	Organization development and change theory	504 individuals and 50 teams in banking industry	Action research Questionnaires	Conceptual frame of reference for an organizational change process; effects in a large scale OD intervention
15. K. Kyläkoski 1980 (Helsinki School of Economics)	Corporate Strategic Planning as a System and as a Process	Schools of strategic management	Empirical testing of a theoretical model in 62 firms	Interviews case data	Typology of planning
16. V. Routamaa 1980 (University of Vaasa)	Organizational Structuring	Structural theory of organizations	Survey in 125 firms in clothing and shoe industry	Multivariate analyses	Structure is a management tool
17. S. Korolainen 1981 (Helsinki School of Economics)	Conceptual and Logical Foundations of the General Theory of Human Organizations	Systems theory	Construction of conceptual framework	Theory construction Deductive reasoning	Cybernetic synthesis of human organizations
18. R. Tuominen 1981 (Turku School of Economics)	An Organizational-Theoretical Study on Co-ordination	Administrative theory of organization	Literature based study	Analytical reasoning	Outlining a process theory of coordination
19. P. Harju 1981 (Turku School of Economics)	Attitudes of Strategic Managers toward Formalized Corporate Planning	Systems theory	492 managers in firms with fully formalized planning system; 495 managers in firms with varying degree of corporate planning	Questionnaire Correlation analysis	Corporate planning is a learning process rather than providing a plan only
20. M. Koiranen 1982 (University of Tampere)	The Development Dimensions of A Computer-Based Management Information System	Management Information Systems (MIS), systems theory	A follow-up study Case study	Single case study	Development of a measurement method for system effectiveness

21. S. Hajba 1982 (Turku School of Economics)	Professionalization and Selection of Company Management	Institutional theory Theory of professionalization	Chief executives in 212 largest Finnish corporations	Multiple level analysis Multivariate analyses	The role of structural elements in business policy and selection of executives
22. K. Lilja 1983 (Helsinki School of Economics)	Workers' Workplace Organisation	Warwick approach to Industrial Relations	Manufacturing industry in Finland in the 1970s	National and historical study of workers' workplace organization	Outlining a firm-based theory of industrial relations
23. A. Lahti 1983 (Helsinki School of Economics)	Strategy and Performance of a Firm	Theory of strategic groups and competition	15 firms in the knitwear industry in Finland in 1969-1981	Time series analysis Case analyses	Importance of timing of formulation and implementation of strategy
24. I. Jahnukainen 1984 (University of Tampere)	Understanding Business Operations of the Craftsman-entrepreneur	Concept of business idea	4 craftsman-entrepreneurs (solo entrepreneurs)	Clinical (comparative) case study	Conceptual frame of reference for the business of the artisan entrepreneur
25. P. Juuti 1984 (University of Helsinki)	Office Work and Technology	Theory of work values, attitudes and commitment to work	Survey N = 757 office employees	Questionnaire AID-analysis Path analysis Factor analysis	Testing a hypothetical model of the work behaviour of the office employees
26. K. Räsänen 1985 (Helsinki School of Economics)	Tensions of Management A Study of Managerial Work Processes and Firm Performance	Theory of the labour process Theory of the firm	Literature and historical study One industry analysis	One industry case study Theory construction	Explanation of the differences in the business success by three management types
27. H. Gahmberg 1986 (Helsinki School of Economics)	Symbols and Values of Strategic Managers A Semiotic Approach	Semiotic management theory Life-cycle theory	4 strategic managers	Semiotic discourse analysis In-depth interviews Multiple case study	Discovering underlying values and value orientation of strategic managers
28. L. Åberg 1986 (University of Helsinki)	Information Seeking Structures in Work Organizations	Structural theory internal communications	18 Finnish firms	An embedded multiple-case study	Development of a new method for the structural analysis of internal communications system

29. H. Kivijärvi 1987 (Helsinki School of Economics)	Implementing a Model-Oriented Decision Support System	Systems approach in the spectrum of decision theories	Conceptual framework for assessing modeling activities in organizational decision-making and control	Combination of comparative case study and traditional questionnaire technique	Implementation strategies for model-oriented DSS
30. J. Veranen 1987 (Helsinki School of Economics)	The Ownership Function and the Performance of the Firm	Ownership function and its theory	A clinical follow-up study	Historical and contextual analysis Clinical case study	Explaining company performance from ownership point of view
31. J. Woiceshyn 1988 (Helsinki School of Economics)	Technological Change in the Context and Dynamics of the Firm	Theory of technological change	Industry analysis and analysis of 9 firms in 1964-86 in Canadian Graphic Art Industry	Literature review Multiple comparative case study In-depth interviews	Revealing causal mechanisms and underlying process connecting to technological change
32. A. Haahti 1989 (Helsinki School of Economics)	Entrepreneurs' Strategic Orientation	Theories of strategic management in small business context	Model building for strategic orientation, 616 SMEs from 3 industries in 8 European countries	Questionnaires Factor analyses	A conceptual model of strategic orientation of entrepreneurs as a second order factor model
33. M. Laukkanen 1989 (Helsinki School of Economics)	Understanding the Formation of Managers' Cognitive Maps	Theory of cognitive mapping	Comparative study of context traces in two business firm clusters	Multiple case study	Extension of an individualistic explanation about managerial thinking to social influences and contextual factors
34. A. Ropo 1989 (University of Tampere)	Leadership and Organizational Change	Leadership behaviour theory in organizational change context	Leaders in banking industry	Multiple case study	Identifying and interpreting leadership behaviour in a dynamic organizational setting