

MAJANDUSTEADUSKONNA ÄRIKORRALDUSE INSTITUUDI TEADUS- JA ARENDUSTEGEVUSE AASTAARUANNE 2011

1. Instituudi struktuur

Instituudi direktor Toomas Piliste

- Kinnisvara, logistika ja ettevõtluse õppetool, Chair of Real Estate, Logistics and Entrepreneurship, Ene Kolbre
- Organisatsiooni ja juhtimise õppetool, Chair of Organisation and Management, Milvi Tepp
- Tootmis- ja teeninduskorralduse õppetool, Chair of Operations Management, Maksim Saat
- Turunduse õppetool, Chair of Marketing, Anu Leppiman
- Töökeskkonna ja ohutuse õppetool, Chair of Labour Environment and Safety, Piia Tint
- Ergonoomia labor, Laboratory of Ergonomics, Piia Tint
- Äriuringute ja -arenduskeskus, Centre for Business Research and Development, Urve Venesaar
- Ettevõtluskeskus, Centre for Entrepreneurship, Urve Venesaar.

2. Instituudi teadus- ja arendustegevuse (edaspidi T&A) iseloomustus

(NB! punktid 2.1- 2.6 täidab struktuuriüksus)

2.1 struktuuriüksuse koosseisu kuuluvate uurimisgruppide

2.1.1 teadustöö kirjeldus *(inglise keeles)*;

2.1.2 aruandeaastal saadud tähtsamad teadustulemused *(inglise keeles)*.

Chair of Real Estate, Logistics and Entrepreneurship

The Chair of Real Estate, Logistics and Entrepreneurship has three directions of scientific activities: 1) real estate market and real estate valuation methodology development; 2) entrepreneurship and SME development and 3) improvement logistic network.

In 2011 the research in the field of real estate was focused to a new Estonian real estate quality rating system, which is designated for valuation of real estate. The research sought to identify 1) whether and to what extent real estate valuers attach importance to real estate quality assessment, 2) how does the valuers' new quality rating system meet their needs, and 3) what is the hierarchy of the indicators preferred by them. The results of the survey confirm that real estate quality assessment based on the methods worked out is relevant for real estate valuation and taking account of the hierarchy of the factors influencing the quality enables to present a more accurate assessment of the real estate quality.

Research on entrepreneurial career intentions and motivations of students in higher education in different countries (in Europe, US, Asia and Africa) have shown that most students prefer an organisational employment directly after studies, and the intention to found an own company increases considerably five years after completion of studies. The most important motives having a significant effect on students' intention to become a founder are: realise own dream, achieve something, higher income and challenge myself. The study have indicated higher entrepreneurial intentions and attitudes towards entrepreneurship among the respondents from developing countries (incl CEEC) compared to the students in developed countries (e.g. Europe), although the motivators for employment/self-employment were rather similar. The research on the impact of entrepreneurship education courses to students' attitudes and competences (based on the case of creative industries) indicates direct implications for developing the content and process of entrepreneurial learning in universities and how to focus their programmes.

The goal of the project BACN Baltic Air Cargo network is to study the current situation and future perspectives of air cargo sector in the Baltic Sea Region. More specifically: to define air cargo development scenarios for the region considering export, import and transit as well as the role of airports; to compare air cargo service in project countries in order to collect information for specific local development projects; to identify current sector bottlenecks, which could hinder quality service in case of optimistic volume growth scenario; to formulate suggestions for increasing general competitiveness of European air cargo sector in international dimension.

Over the course of 2011, we've formulated and carried out a joint approach of research in air cargo sector - expert interviews. In Estonia, 12 interviews with representatives of 10 organisations were carried out giving insight into local air cargo sector as well as identifying shortcomings. Furthermore, we formulated a regional profile of Estonian air cargo sector and done comparison with other regional profiles in the project. The information collected so far will lead to analysis over all the project topics in 2012 and will then focus on selected most relevant issues for detailed study.

Centre for Business Research and Development

The research of the Centre is based on international research projects (e.g. Baltic Sea Region Programme; Central Baltic Interreg IVA Programme; GUESSS survey). The main subtopics in the research area of entrepreneurship and SME development are connected with entrepreneurial career intentions of students and evaluation of the impact of entrepreneurship education, exploration of support needs of young entrepreneurs in creative industries, the usage and value perception of e-government services among SMEs, research on logistic innovations and internationalisation of businesses.

Research on entrepreneurial career intentions and motivations of students in higher education worldwide (26 countries from Europe, US, Asia and Africa) have shown the important role of universities to facilitate students intentions and motivation to get engaged as entrepreneurs in the future. The study about the exploration of support needs of young entrepreneurs in creative industries in their entrepreneurial activities in Estonia, Finland, Latvia and Sweden have produced understanding of background characteristics, motivational factors and role of education in upgrading their competences. As a result, suggestions for an improved model of entrepreneurship education for creative industries were elaborated.

The main interest in assessment and development of e-government services for enterprises in Estonia, Germany, Latvia, Lithuania and Sweden is connected with finding ways to better satisfy the changing needs of enterprises. The study results have supported the elaboration of e-government solutions as instruments to qualify the public sector for the specific needs of SMEs in the rural areas of Baltic Sea Region.

Research on logistic innovations is important in increasing globalization of industry and trade which is evermore being shaped by global dislocated structures of procurement, production and distribution results in significant demands set on the performance of logistics systems. Only with the development of innovative logistics solutions it will be possible to build and control internationally oriented supply chains in an efficient way, especially along with multimodal freight transport.

Research on building up availability of SME internationalisation services is aimed to find ways for public business services to facilitate and support the internationalisation of SMEs in Estonia, Latvia, Sweden and Finland and to strengthen the business advisors' know-how and their ability to provide high-quality internationalisation services for activating SME internationalisation. A special attention of research is directed to the understanding of the role of fair trade marketing in internationalisation process of enterprises.

Chair of Labour Environment and Safety

The Chair of Work Environment and Safety has two directions of scientific activities: 1) risk assessment at different workplaces and ergonomics as the mean for sustaining the people longer in the work life. During the year 2011 the risk assessment of indoor air was mainly carried in atrium-type buildings and ergonomic-side investigation were carried out in big supermarkets and of workers working with computers. The main hazards and health complaints were solved and treatment and preventive measures proposed to the employers of different companies. Several scientific papers were written by the doctoral students and the lecturers to the international conferences in 2012: ESREL 2012 in Helsinki: hazards in glazed buildings; workability and work reliability of hospital workers in emergency department; the improvement of working conditions during monotonous work; biosystems engineering conference in Tartu: noise and vibration of lawn maintenance machines; computer workers rehabilitation possibilities; Hazards XXIII in Liverpool: hazards in handling of oil shale oil etc. The doctoral students have also investigated the ageing people possibilities to get work places; electromagnetic fields hazards in work and during leisure time. The modern measuring equipment has enabled to carry out investigation of indoor air quantities as velocity and humidity of the air and CO₂ (TESTO 435) and dust (EPAM) content in the air, the investigation of noise at different frequencies; investigation of vibration (SWAN). The results of the international and national projects have given the possibility for the recommendations to the Ministry of Social Affairs and the National Labour Inspectorate in the field of Occupational Health and Safety for improvement of work environment in Estonia.

Chair of Marketing

The chair of marketing has four main directions of the scientific interests:

Consumer Behaviour, including consumer loyalty and customer relationship, ethnocentrism, and cosmopolitanism. Current research topic ended with Oliver Parts' special research for his doctoral thesis in 2011. Also the chair of marketing is one of 37 university- partners in the Consumer Behaviour Research Network, taking part in CONSUMER BEHAVIOUR ERASMUS NETWORK (COBEREN). Completed research design for collection of primary data on consumer culture. Data collected. Data analysed and to be published in current year.

Experience Marketing. Studies in the framework of the project are based on theoretical and empirical international and national economic analysis. Different methodological approaches are used and integrated, including empirical studies to use the LCEEI (LEO) experience pyramid to study product and service design in collaboration with researchers of University of Lapland. The project involves studies of two doctoral students with the topics: Experience Marketing: Brands, Challenges and Prospects and Social media marketing and involving consumers in the marketing process through experience design. Leppiman, A. is the official and certificated expert in Estonia in this area.

Hidden Champions on CEE. Methodology of the project is based on H.Simon's research. Coordinated by CEEMAN Association, 165 CEE enterprises from 18 countries have been studied. In 2011, hidden champions in Estonia were investigated. Detailed interviews with the CEOs (5 enterprises) and an analysis of financial and economic reports were conducted, completed by a research report.

Transfer of Innovation, Multilateral Projects, Leonardo Da Vinci. Aim of the European project: A: Train the teachers of six partner universities. B: Play marketing simulation tool Emerald Forest with students of TUT in cooperation with teachers from the Netherlands. Results: 90 students from TTU participated in the game.

Chair of Operations Management

The topics of researches has been as follows:

Innovation policy in Estonia.

a) Special attention was paid to *Technology Transfer, incl. Experience Transfer Models and practices in Estonian SME-s*. This topic has direct connection with clusters, technology parks and industrial parks, university and industry cooperation. These topics are investigated in the framework of Leonardo da Vinci Transfer of Innovation Project „Experience Transfer Model“ (project number 2010-1-SE1-LE005-04801). Publications together with project partners in progress.

b) *Acquisitions and risk management in industrial services*. Preliminary results are given in the paper “Risk management in connection with acquisitions in maintenance and testing services“ – by M.Saat, S.Björklund and J.Himmelsbach and two doctoral theses (work in progress).

Management Values and Corporate Social Responsibility

a) *Possibilities of using ethical theories for assesment of corporate social responsibility*.

Preliminary results of research will published by M.Saat and M.Meel in the paper „Using Kantian Ethics for Estimating Corporate Social Responsibility“.

b) *Relationships between corporate sustainability, corporate social responsibility and management values*.

Preliminary results were published by A.Virovere, E.Titov and M.Meel in the paper „Change of Management Values in Estonian Business Life“ in Chinese Business Review and by E.Titov and K.Kuimet in the paper „Post-Recession Values in Estonian Organizations“ (work in progress).

c) Working out „Model of Ethics Auditing Model for Estonian SME-s“ by Merle Rihma together with Mari Meel.

Company productivity factors in manufacturing.

Special attention is paid to *Lean production problems and consequences* (A.Miina is finalising his doctoral theses) and *methodological problems of productivity management* (E.Kalle has 4 publications about the topic this year).

Participation in researches on topics of *energy economics and policy*, concentrating especially to *renewable electicity and subsidising* - M.Saat, K.Kallemets, J.Kleesmaa and H.Kitzmann.

Results of researches are and will published in papers for scientific journals and books, also in project reports. We are together with project partners from Swedish, British and German Universities making efforts for implementing system for Accreditation of European Production Engineers in EU.?? At the moment there are no concrete results, mainly because application for financing is not approved yet.

Chair of Organisation and Management

The research subject is connected with the field of strategic management of organizations. The main focus of research is concentrated on the concept of organizational dynamic capabilities as the presumptions of creating strategic competitive advantage in the constantly changing ecosystems of companies, especially in the knowledge-intensive and high-technology field. The research focused on the analysis of dependencies and interdependencies between specific aspects of organizational and managerial processes and practices and their manifestations in organizational dynamic capabilities in five main areas:

- 1) project portfolio management
- 2) cooperation and learning processes in organizational networks
- 3) capital companies ultimate owners `basic human values and will
- 4) management practices in Estonian companies
- 5) human resource management model for developing dynamic capabilities

Part of the research in the main areas was done in cooperation with international and national partners. Research of the learning processes in organizational networks was done in the cooperation with the University of Helsinki in the project “ Learning concepts of operations – tools for the management of multicultural production networks“ (financed by TEKES), where our researchers were the part of research team. The research of the management practices in Estonian companies

was done in the cooperation of the University of Tartu and Estonian Business School (financed by Enterprise Estonia).

As the result of research

- 1) doctoral thesis were defended at TTU: Mike Wahl: „ Basic Human Values & Will of Capital Companies` Ultimate Owners and Construction of an Ownership Typology“.
- 2) toolkit (manual) for learning process organization in network companies was developed and will be published in the April 2012 in the project “ Learning concepts of operations – tools for the management of multicultural production networks“
- 3) the analysis of management practices of Estonian companies was prepared and published for Enterprise Estonia. Also 2 scientific articles and 3 conference presentations were published based on the research in the year 2011. In the study of dependencies between the project portfolio management and dynamic capabilities quantitative empirics from 189 Estonian companies was gathered, the analysis of data is in process.

2.2 Uurimisgrupi kuni 5 olulisemat publikatsiooni läinud aastal.

Chair of Real Estate, Logistics and Entrepreneurship

- Küttim, M., Venesaar, U., Kolbre, E. (2011). Entrepreneurs' Human Capital in Creative Industries: A Case of Baltic Sea Region Countries. *Actual Problems of Economics*, 126, 381 – 391 (1.1.);
- Ling, H.; Leppiman, A.; Venesaar, U. (2011). Exploring the Impact of Entrepreneurship Courses on the Metacognitive Awareness of University Students. G.Prause, U.Venesaar (Eds). University-Business Cooperation - Tallinn 2011 (114 - 134). Berlin: Berliner Wissenschafts-Verlag (3.1.);
- Kolbre, E.; Kallakmaa, A.; Iisjan, Real estate Quality Assessment for Valuation in the Estonian Real Estate Market. G.Prause, U.Venesaar (Eds). University-Business Cooperation - Tallinn 2011 (197-214). Berlin: Berliner Wissenschafts-Verlag (3.1.)
- Niine, T. (2011). Beer game revisited – teaching Bullwhip effect with a modifiable table-top simulation game. *Journal of International Scientific Publications: Educational Alternatives*, 9, 54 - 63. (1.2.)
- Prause, G. (2011). Air Cargo in Baltic Sea Region. "Research and Education in Logistics and Supply Chain Management: The Current Situation and New Perspectives"; (140 - 142). St.-Petersburg State University, Russia (3.2.)

Centre for Business Research and Development

- Venesaar, U., Ling, H., Voolaid, K. (2011). Evaluation of the Entrepreneurship Education Programme in University: A New Approach. *The Amfiteatru Economic Journal*, Academy of Economic Studies, Bucharest, Romania, XIII(30), 377 - 391 (1.1.);
- Küttim, M., Arvola, K., Venesaar, U. (2011). Development of creative entrepreneurship: opinion of managers from Estonia, Latvia, Finland and Sweden. *Business: Theory and Practice*, 12(4), 369 - 378 (1.2.);
- Prause, G., Reidolf, M. (2011). E – Governmental Services for Entrepreneurs in the Baltic Sea Region. *China-USA Business Review*, 10(11), 1168 - 1178 (1.2.);
- Ritso, V., Venesaar, U. (2011). The Use of E-Government Services among Small and Medium-sized Enterprises in the Baltic Sea Region. G.Prause, U.Venesaar (Eds) University-Business Cooperation Tallinn 2011 (178 - 196). Berliner Wissenschafts-Verlag (3.1.);
- Beifert, A., Prause, G. (2011). Logistic innovation networks in the Southern Baltic Sea Region. Prause, G (Ed). *Baltic Business and Socio-Economic Development*. Berlin: Berliner Wissenschafts-Verlag, 3-17. (3.1.)

Chair of Labour Environment and Safety

- Paas, Õ., Traumann, A., Tint, P. Chemical risk assessment in the air of the work environment. Hazards AP, Asia Pacific Symposium, 27-29 Sept., Malaysia. IchemE, Institution of Chemical Engineers, UK., 4 pp., on-line, 2011 (3.1).
- Traumann, A., Tint, P. The quality of indoor climate in offices in atrium-type buildings. 6th International Conference Intelligent Technologies in Logistics and Mechatronics Systems. Kaunas Technical University, by the Journal "Mechanika". 33-38, 2011 (3.1).
- Tint, P., Reinhold, K., Traumann, A. The improvement of indoor environment in computer-classes. Environmental Engineering. 8th Int.Conf. May 19-20, Vilnius. By the Journal "Environmental Engineering and Landscape management", 382-386, 2011 (3.1).
- Traumann, A., Tint, P. Economic aspects of safety measures in medium- and small-scale enterprises. Institution of Chemical Engineers, 634-639, Process safety and environmental protection, 2011 (3.1).
- Tint, P., Paas, Õ., Reinhold, K. Cost-effectiveness of safety measures in enterprises. Engineering Economics, 21 (5), 485-492, 2010 (1.1). (Published in 2011).

Chair of Marketing

- Leppiman, A.; Same, S. (2011). Experience marketing: conceptual insights and the difference from experiential marketing. G.Prause, U.Venesaar (Toim.). University - Business Cooperation Tallinn 2011 (240 - 258). Berlin: Berliner Wissenschafts-Verlag.
- Riisalu, R.; Leppiman, A. (2011). Hidden Champions from Estonia. . D. Purg, M. Rant (Toim.). Hidden Champions in CEE and Dynamically Changing Environments: Research Report (35 - 40).CEEMAN, Emerald.
- Parts, O.; Vida, I. (2011). The Effects of Consumer Cosmopolitanism on Purchase Behavior of Foreign vs Domestic Products. Managing Global Transitions, 9(4), 355 - 370.
- Parts, O. (2011). The Effects of Cosmopolitanism on Estonian and Slovenian Consumer Choice Behavior of Foreign versus Domestic Products. (PhD Thesis, Tallinn University of Technology) Tallinn: TUT Press.
- Parts, O., Vida, I., Vihalem, A. (2011). The Role of Cosmopolitanism in Consumer Ethnocentrism, Knowledge of Brand Origins and Foreign Purchase Behaviour. Prause, Gunnar; Venesaar, Urve (Ed.). University-Business Cooperation Tallinn 2011 (259 - 276). Berlin: Berliner Wissenschafts-Verlag.

Chair of Operations Management

- Kalle, E. (2011). 4.9. Tootmise juhtimine. Juhi käsiraamat(1 - 15). Äripäeva Kirjastus. (3.3)

Chair of Organisation and Management

- Mike Franz Wahl: „Kapitaliühingute lõppomanike alusväärtuste ja tahte uurimine ning omanikkonna tüpologia konstrueerimine“ (Basic Human Values & Will of Capital Companies` Ultimate Owners and Construction of an Ownership Typology), TTU 2011.
- Mike Franz Wahl: Governance and ownership: methodological aspects of qualitative ownership research. In: Gunnar Prause (ed) Baltic Business and Socio-Economic Development 2009: 5th International Conference Kalmar, 2009; Berliner Wissenschafts-Verlag, 2011, 260-283.
- Rungi, M., Hilmola, O.P.: Interdependancy management of projects: survey comparisons between Estonia and Finland. Baltic Journal of management, 2011, 6(2), 146-162.

- Rungi, M., Kolk, A.: Trajectory evolvments in capability families: The Google case. In: Prause, G., Venesaar, U (ed) : University-business cooperation, Tallinn 2011; Berliner Wissenschafts-Verlag, 2011, 214-239.
- Tambur, M., Vadi, M., Bullying at work: do industries differ in Estonian case? Discussions in Estonian economic policy, 2011, 19(2), 190-205.
- Vadi, M.; Tepp, M.; Reino, A.; Ahonen, M.; Kaarelson, T., Kilumets, E.; Leiman, J.; Parts, V.; Rillo, M.; Zernand_Vilson, M.; Türk, K: Eesti juhtimisvaldkonna uuring 2011.

2.3 Loetelu struktuuriüksuse töötajate rahvusvahelistest tunnustustest.

2.4 Loetelu struktuuriüksuse töötajatest, kes on välisakadeemiate või muude oluliste T&A-ga seotud välisorganisatsioonide liikmed.

- Oliver Parts: European Marketing Academy (EMAC) liige, Academy of International Business (AIB) liige, American Marketing Association (AMA) liige
- Mike Wahl: Indian Academy of Management (IAM) liige, Academy of International Business (AIB) Liige, Academy of Management (AOM) liige
- Maksim Saat: Academic Council of European Institute of Advanced Studies in Management (EIASM) liige, European International Business Academy (EIBA) liige, European Business Ethics Network (EBEN) liige, International Association of Business Education (SIEC/IABE) president of Estonian chapter
- Piia Tint: Nordic Ergonomics Society (NES) liige, Human Factors Ergonomics Society (HFES) Europe Chapter, liige
- Virve Siirak: HFES Europe Chapter, liige
- Karin Reinhold: European Toxicology Society, Estonian Chapter, liige
- Urve Venesaar: A member of the Faculty of ESU (European University Network on Entrepreneurship) Doctoral Programme; A member of HIE-RO (Hansaetic Institute for Entrepreneurship and Regional Development an der Universität Rostock) Committee; a member of the Association of European Research Directors (EFMD)
- Mari Meel: European Business Ethics Network (EBEN) liige
- Anu Leppiman: University Women of Europe (UWE) liige, Finnish Association for Socialpolice and Social Work Research liige, Lapland Centre of Expertise for the Experience Industry ekspert
- Rein Riisalu: Central and East European Management Development Association (CEEMAN).

2.5 Aruandeaasta tähtsamad T&A finantseerimise allikad.

1. Välisriiklikud lepingud summas 181413 Eurot (2,84 miljonit krooni);
2. Siseriiklikud lepingud summas 23061 Eurot (361 tuhat krooni);
3. Õppetegevuse eelarve (01TM) teaduskonverentsidel osalemine 14930 Eurot (234 tuhat krooni).

2.6 Soovi korral lisada aruandeaastal saadud T&A-ga seotud tunnustusi (va punktis 2.3 toodud tunnustused), ülevaate teaduskorralduslikust tegevusest, teadlasmobiilsusest ning anda hinnang oma teadustulemustele.

2.7 Instituudi teadus- ja arendustegevuse teemade ja projektide nimetused (*Eesti Teadusinfosüsteemi, edaspidi ETIS, andmetel*)

- Haridus- ja Teadusministeerium

sihtfinantseeritavad teemad:

- T122, Keemiatehnilised aspektid keskkonnariskide hindamisel, Tint Piia

baasfinantseerimise toetusfondist rahastatud projektid (sh TTÜ tippkeskused):
riiklikud programmid:

- Teiste ministeeriumide poolt rahastatavad riiklikud programmid:
- Uuriija-professori rahastamine:
- SA Eesti Teadusfond

grandid:

ühisgrandid välisriigiga:

järeldoktorite grandid (SA ETF ja Mobilitas):

tippteadlase grandid (Mobilitas):

- Ettevõtluse Arendamise SA

eeluuringud:

arendustoetused:

- SA Archimedesega sõlmitud lepingud

infrastruktuur (nn „mini-infra“, „asutuse infra“):

Eesti tippkeskused:

riiklikud programmid:

muud T&A lepingud: AR11015, Ekspordijuhtimise ühismooduli arendus, Rünno Lumiste

- SA Keskkonnainvesteeringute Keskusega sõlmitud lepingud:
- Siseriiklikud lepingud:
 - Lep10118A, Eesti juhtimisvaldkonna uuring, Tepp Milvi
- EL Raamprogrammi projektid:
- Välisriiklikud lepingud:
 - VERT449, Conumar Behaviour Research Network, Arvola René
 - VIR447, E-Government Solutions as Instruments to Qualify the Public Sector Needs for the Specific Needs of Small and Medium Sized Enterprises (SMEs) in the rural BSR, Venesaar Urve
 - VIR457, Toolkits for hazard identification, risk assessment and prevention of work-related musculoskeletal disorders based on a collaborative platform, Tint Piia
 - VIR485, Improvement of the air cargo transport sector by service oriented ICT-methods and processing logistic network, Baltic.AirCargo.Net, Kolbre Ene
 - VIR492, Building up Availability of SME Internationalisation Services, BASIS, Venesaar Urve
 - VERT415B, ESTIA-EARTH „ To Sustain the Women`s Careers as Academics, Researches and Professional in Engineering, Computers and Sciences, Piia Tint
 - VERT489, Transfer of Innovation, Multilateral Projects, Leonardo Da Vinci, Renè Arvola
 - VERT500, Experience Transfer Model (ETM), Maksim Saat

2.8 Struktuuriüksuse töötajate poolt avaldatud sihtfinantseeritava teadusteema taotlemisel arvestatavad eelretsenseeritavad teaduspublikatsioonid (*ETIS klassifikaatori alusel 1.1, 1.2, 1.3, 2.1, 2.2, 3.1, 3.2, 3.3, 4.1 ja 5.1*).

1.1

- Küttim, M.; Venesaar, U.; Kolbre, E. (2011). Entrepreneurs' Human Capital in Creative Industries: A Case of Baltic Sea Region Countries. *Actual Problems of Economics*, 126, 381 - 391.
- Venesaar, U.; Ling, H.; Voolaid, K. (2011). Evaluation of the Entrepreneurship Education Programme in University: A New Approach. *The Amfiteatru Economic Journal, Academy of Economic Studies, Bucharest, Romania, XIII(30)*, 377 - 391.
- Rungi, M.; Hilmola, O.-P. (2011). Interdependency Management of Projects: Survey Comparison between Estonia and Finland. *Baltic Journal of Management*, 6(2), 146 - 162.

1.2

- Prause, G.; Mendez, M.; Garcia-Agreda, S. (2011). Attitudinal loyalty and trust in entrepreneurship: building new relationships. *International Entrepreneurship and Management Journal*, (forthcoming).
- Niine, T. (2011). Beer game revisited – teaching Bullwhip effect with a modifiable table-top simulation game. *Journal of International Scientific Publications: Educational Alternatives*, 9, 54 - 63.
- Tambur, M.; Vadi, M. (2011). Bullying at work: do industries differ in the Estonian case? *Discussions on Estonian Economic Policy*, 19(2), 190 - 205.
- Virovere, A.; Titov, E.; Meel, M. (2011). Change of Management Values in Estonian Business Life in 2007-2009. *Chinese Business Review*, 11, (forthcoming)
- Küttim, M.; Arvola, K.; Venesaar, U. (2011). Development of creative entrepreneurship: opinion of managers from Estonia, Latvia, Finland and Sweden. *Business: Theory and Practice*, 12(4), 369 - 378.
- Prause, G.; Reidolf, M. (2011). E – Governmental Services for Entrepreneurs in the Baltic Sea Region. *China-USA Business Review*, 10(11), 1168 - 1178.
- Niine, T.; Koppel, O. (2011). Searching for the perfect SCM curriculum – comparative study of SCOR and APICS competence models and renowned SCM master's programs. *Journal of International Scientific Publications: Educational Alternatives*, 9, 34 - 53.
- Tiko, A.; Küttim, M.; Angerjäär, H. (2011). Social work curriculum development at Tallinn University in European educational sphere. *Social Policy and Social Work in Transition*, 2(1), 15 - 42.
- Parts, O.; Vida, I. (2011). The Effects of Consumer Cosmopolitanism on Purchase Behavior of Foreign vs Domestic Products. *Managing Global Transitions*, 9(4), 355 - 370.
- Parts, O.; Vida, I. (2011). The Role of Consumer Cosmopolitanism in Purchasing Behavior of Foreign vs. Local Products . *Managing global transitions International research journal*, xx - xx. [forthcoming]
- Kirsipuu, Maret (2011). The role of family business in Estonian economy. *Discussions on Estonian economic policy* (50 - 68). *Berliner Wissenschafts-Verlag ; Mattimar*

1.3

- Prause, G. (2011). Design als Marketing-Instrument. *Öffnungszeiten - Papiere zur Designwissenschaft*, 25, 48 - 55.

2.1

2.2

- Lumiste, R.; Prause, G. (2011). *Baltic States Logistics and the East-West Transport Corridor*. Wismar: Wismar University
- Kusch, T.; Prause, G.; Hunke, K. (2011). *The East-West Transport Corridor and the Shuttle Train "VIKING"*. Wismar: Wismar University

Karhunen, P.; Arvola, K.; Küttim, M.; Venesaar, U.; Mets, T.; Raudsaar, M.; Uba, L. (2011). Creative entrepreneurs' perceptions about entrepreneurial education. [Espoo]: Aalto University, School of Economics, Small Business Center

Karhunen, P.; Arvola, K.; Küttim, M.; Venesaar, U.; Mets, T.; Raudsaar, M.; Uba, L. (2011). Perceptions of entrepreneurship among future creative professionals : results of a survey for university students in Finland, Estonia and Latvia. [Espoo]: Aalto University, School of Economics, Small Business Center

3.1

Parts, O.; Vihalem, A. (2011). Cosmopolitanism Impact on Product Purchase Behavior on the Example of Slovenian and Estonian Consumers. Gunnar Prause (Toim.). Baltic Business and Socio-Economic Development 2009 (119 - 142). Berlin: Berliner Wissenschafts-Verlag

Traumann, A.; Tint, P. (2011). Economic aspects of safety measures in medium- and small-scale enterprises. Mike Adams, ICHOME, Institution of Chemical Engineers, UK (Toim.). Process safety and environmental protection (634 - 639). Rugby, UK; London: Institution of Chemical Engineers

Lille, M, Prause, G. (2011). E-services for SME in the Baltic Sea Region. Prause, G (Toim.). Baltic Business and Socio-Economic Development 2009 (98 - 118). Berlin : Berliner Wissenschafts-Verlag

Leppiman, A.; Same, S. (2011). Experience marketing: conceptual insights and the difference from experiential marketing. G.Prause, U.Venesaar (Toim.). University - Business Cooperation Tallinn 2011 (240 - 258). Berlin: Berliner Wissenschafts-Verlag

Ling, H.; Leppiman, A.; Venesaar, U. (2011). Exploring metalearning in entrepreneurship education. G.Prause (Toim.). University-Business Cooperation - Tallinn 2011 (114 - 134). Berlin: Berliner Wissenschafts-Verlag

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5.1

2.9 Struktuuriüksuses kaitstud doktoriväitekirjade loetelu (*NB! struktuuriüksus lisab struktuuriüksuse töötaja juhendamisel mujal kaitstud doktoriväitekirjade loetelu*)

Oliver Parts, ärikorralduse instituut

Teema: *The Effects of Cosmopolitanism on Estonian and Slovenian Consumer Choice Behavior of Foreign versus Domestic Products* (Kosmopolitismi mõju Eesti ja Sloveenia tarbijate ostukäitumisele välismaiste versus kodumaiste toodete valikul)

Juhendaja: dotsent Ann Vihalem

Kaasjuhendaja: prof Irena Vida

Kaitses: 9.12.2011

Omistatud kraad: filosoofiadoktor (ärikorraldus)

Mike Franz Wahl, ärikorralduse instituut

Teema: *Kapitaliühingute lõppomanike alusväärtuste ja tahte uurimine ning omanikkonna tüpoloogia konstrueerimine* (Basic Human Values & Will of Capital Companies' Ultimate Owners and Construction of an Ownership Typology)

Juhendaja: emeriitdtsent Kostel Gerndorf

Kaasjuhendaja: prof Urve Venesaar

Kaitstes: 12.12.2011

Omistatud kraad: filosoofiadoktor (ärikorraldus)

2.10 Struktuuriüksuses järeldoktorina T&A-s osalenud isikute loetelu (*ETIS-e kaudu esitatud taotluste alusel*)

2.11 Struktuuriüksuses loodud tööstusomandi loetelu

3. Struktuuriüksuse infrastruktuuri uuendamise loetelu