

# The Fast Track of the Russian Corporations: The Research Agenda

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## Do we as researchers have a sufficient understanding of what is happening in Russian economy and Russian organizations? What do we know reasonably well, and what are the areas where we are still naïve or even blind?

- Russia has only recently started to attract interest of researchers in the field of management
- There is not much published management research in English coming from Russian academic institutions
- At the same time, Russia is offering a number of new and interesting phenomena that are worth exploring:
  - Rapid change of professional identities
  - Coping with disruption in careers
  - Quick ascent to powerful positions in organizations of people without the year of experience typically expected in the West
  - Increasing number of “Global Russians” – individuals capable of working all over the world
- We seem to have some understanding of:
  - Leading in Russian organizations
  - Transfer of Western managerial practices to Russian organizations
  - Learning and development challenges in Russian organizations

Do we really need a stream of research on Russia, or can we extrapolate what we know from research efforts in other parts of the world to the Russian context? How can research on Russia and Russian organizations contribute to the advancement of our general understanding of business and to meeting the needs of practitioners working with or in Russia?

- Newness of certain phenomena in the Russian context (e.g., quick career progress or radical identity change) makes it difficult to extrapolate.
- At the same time, lessons from Russia can be helpful for other economies enjoying quick growth. Longer-term effects of current developments need to be assessed, before the results from research on Russia can be applied elsewhere.
- With the increase of Russian business expansion to other parts of the world, it may be interesting to explore new phenomena of Russian management and leadership styles and practices *outside* Russia. This would have implications for both Russian organizations and managers and those working for them outside Russia.
- More research on Russia and more publications will help deal with the fears and anxieties associated with Russia and Russian managers outside Russia. It should also help Russian managers be more effective in dealings with their counterparts in other parts of the world.

## What are the challenges of doing research about Russia and Russian organizations? What can be done by (a) academics and academic institutions and (b) organizations in Russia and/or beyond in order to advance our understanding of Russia and Russian business?

Main challenges:

- Need to go for collection of primary data
- Challenge of getting access to organizations

What can academics do:

- Increase cooperation with Russian academic colleagues
- Teach and consult more to Russian companies
- Have more specialized academic events on Russia
- Turn research work into valuable products for companies and into teaching materials
- Write together with Russian managers/practitioners

What can organizations do:

- Experiment with letting researchers in
- Open their companies for at least small steps (e.g., starting with a teaching case-study about the organization)
- Support research and education institutions