

Contents

Part I – The Soviet Prototype	1
Introduction: The Structure of Goals in the Prototype	1
Chapter 1 – Socialist Organization and Management Theory	7
1.1 Leninist Theory of Organization – a Philosophical Basis	7
1.2 Fundamentals of Lenin’s Theory of Management	10
1.3 Socialist Organization and Management Theorists of the Twenties	20
1.4 Development of Management Theory in the Before Gorbachev Period of Building Communism	24
1.5 Conclusion	35
Chapter 2 – Theory Put into Practice	39
2.1 Lenin’s Attempts at Practical Realization of the Theory and Their Failure	39
2.2 Pathological Phenomena of Socialist Management in the View of Lenin	44
2.3 Stalin’s Model of Real Socialism	47
2.4 Basic Management Structures in the Soviet System before Gorbachev	56
2.4.1 The Party	56
2.4.2 Public Administration	73
2.4.3 The Line of the Trade Unions, the Security Apparatus and the Army	76
2.5 Conclusion	79
Chapter 3 – East-West Relations in the Area of Management	83
3.1 West-East Mutual Transfer of Management Ideas	83
3.2 Transfer of Technology and Technical Assistance	89
3.3 Western and Soviet Union Management Theories – Differences and Similarities	92
3.4 Conclusion	97
Chapter 4 – A Praxiological Evaluation of the Accomplishment of the Soviet Prototype Goals up to 1985	99
4.1 Introduction	99
4.2 “Defending the Gains of the Revolution”	100
4.3 “To Lay the Material and Technical Foundations of Communism”	100
4.4 “To Mould the Citizen of a Communist Society”	103

4.5	“To Raise the Living and Cultural Standard”	104
4.6	“The Victory and Consolidation of Socialism in the International Arena”	108
4.7	Conclusion	111
Chapter 5 – Management in the Gorbachev Era		113
5.1	Introduction	113
5.2	Contemporary Soviet Criticism of Real Socialism	113
5.3	Gorbachev’s Program to Accelerate Development (“Glasnost” and “Perestroika”)	123
5.4	The First Years of “Perestroika” – Remarks and Conclusion	133
Part II – The Polish Experience		145
Introduction		145
Chapter 6 – Development of the Theory of Management and Organization in Poland after World War II		149
6.1	Post World War II Period till 1956	149
6.2	The Post-Stalinist Period	150
6.3	Conclusion	164
Chapter 7 – The Polish Version of the Soviet System of Management till 1989		169
7.1	The Party Line	169
7.2	The Line of the Security Apparatus	175
7.3	The Lines of Public Administration, Trade Unions and Army	177
7.4	Citizen – Clerk Subordination	185
7.5	The Administrative Elite	191
7.6	Conclusion – Relations Between Lines of Authority in Poland	196
Chapter 8 – First Polish Attempts to Improve Real Socialism		201
8.1	Introduction	201
8.2	Mechanistic System in the 50’s (Bureaucratic Centralism)	203
8.3	Workers Self-Management in Poland after 1956	205
8.4	Oskar Lange’s First Model of Reform	208
8.5	An Open Economy and the Large Economic Organization	212
Chapter 9 – Trade Union Solidarity and Two Stages of the Third Reform Model		231
9.1	The Spirit of Solidarity – The Self-Limited Polish Revolution	231
9.2	The First Stage of the Third Reform Model	236

9.3 Realization of the First Stage and the Plan of the Second Stage	240
9.4 Conclusion	254
 Part III – Socialist Diversity	 259
 Chapter 10 – Differences in Economic and Political Development of Socialist Countries	 261
10.1 Introduction	261
10.2 Bulgaria – A Beloved Daughter of the USSR	262
10.3 Czechoslovakia – Disillusioned Love	269
10.4 German Democratic Republic – “Ordnung muß Sein” – (“There Must Be Order”)	276
10.5 Hungary – Gulash Communism	283
10.6 Stalinist Romania	292
 Chapter 11 – Research on Cultural Sources of Differences Between Socialist Countries	 299
11.1 Differences in Style of Living	299
11.2 Comparative Research	304
11.3 Differences in Management Methods	307
11.4 Summary and Conclusion	310
 Chapter 12 – Summary and General Conclusion – Experiences and the Future	 317
12.1 Experiences	317
12.2 The Future	331
12.3 Threats and Chances to Further Realization of the Soviet Prototype Goals	334
 References	 341
Index of Subjects	363
Index of Names	371