Organisational Transformation In The Russian Oil Industry

A Russian Factory Enters the Market Economy

This title was first published in 2000. The years 1975 to 2000 are characterized by fundamental changes in the global political landscape. Perhaps the biggest change was the collapse of certain communist regimes. This text analyzes what that meant for the USSR and Europe. It looks at the cause of change, the social forces behind them and future prospects.

Interface Between Western and Russian Management Attitudes

This handbook synthesizes some literature of the last 40 years in 28 chapters. The coverage is split into the following areas: the history and theory of the multinational enterprise; the political and policy environment of international business.

Multinational Enterprise, Political Risk and Organisational Change

There is an ever-burgeoning number of books analyzing the Russian experience, or aspects of it. This Handbook is the first single volume which gives both a broad survey of the literature as well as highlighting the cutting edge research in the area. Through both empirical data and theoretical investigation each chapter in the Routledge Handbook Russian of Politics and Society examines both the Russian experience and the existing literature, points to research trends, and identifies issues that remain to be resolved. Offering focused studies of the key elements of Russian social and political life, the book is organized into the following broad themes: General introduction Political institutions Political Economy Society Foreign Policy Politically, economically, and socially, Russia has one of the most interesting development trajectories of any major country. This Handbook seeks to answer questions about democratic transition, the relationship between the market and democracy, stability and authoritarian politics, the development of civil society, the role of crime and corruption, and the creation of a market economy. Providing a comprehensive resource for scholars and policy makers alike, this book is an important contribution to the study of Russian Studies, Eastern European studies, and International Relations.

Understanding Contemporary Air Power

This book looks at how Islamic law was practiced in Russia from the conquest of the empire's first Muslim territories in the mid-1500s to the Russian Revolution of 1917, when the empire's Muslim population had exceeded 20 million. It focuses on the training of Russian Muslim jurists, the debates over legal authority within Muslim communities and the relationship between Islamic law and 'customary' law. Based upon difficult to access sources written in a variety of languages (Arabic, Chaghatay, Kazakh, Persian, Tatar), it offers scholars of Russian history, Islamic history and colonial history an account of Islamic law in Russia of the same quality and detail as the scholarship currently available on Islam in the British and French colonial empires.

Russian Peasant Organisation Before Collectivisation

The bibliography records doctoral and selected masters' theses (over 3,300 in all) from British and Irish universities in the field of Russian, Soviet and East European studies. This is broadly interpreted to include all disciplines in the humanities and social sciences as they relate to the area of Russia, the former USSR and Eastern Europe. Taken as a whole, the work probably forms the fullest and longest record of British and Irish postgraduate research in any sector of area studies. Besides its primary function as a bibliographic tool, it makes it possible to trace the effects of academic developments, institutional policies, and the changes in direction in this highly diversified field of study over the last hundred years. Entries are arranged by subject and area, supported by full author and subject indexes to aid searching. Dr Gregory Walker is a former Head of Slavonic and East European Collections at the Bodleian Library, University of Oxford. The late John S.G. Simmon, OBE, was Senior Research Fellow and Librarian, All Souls College, Oxford.

Public Sector Entrepreneurship and the Integration of Innovative Business Models

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How companies can adapt in an era of continuous disruption: a guide to responding to such acute crises as COVID-19. When COVID-19 hit, businesses had to respond almost instantaneously—shifting employees to remote work, reparing broken supply chains, keeping pace with dramatically fluctuating customer demand. They were forced to adapt to a confluence of multiple disruptions inextricably linked to a longer-term, ongoing digital disruption. This book shows that companies that use disruption as an opportunity for innovation emerge from it stronger. Companies that merely attempt to “weather the storm” until things go back to normal (or the next normal), on the other hand, miss an opportunity to thrive. The authors, all experts on business and technology strategy, show that transformation is not a one-and-done event, but a continuous process of adapting to a volatile and uncertain environment. Drawing on five years of research into digital disruption—including a series of interviews with business leaders conducted during the COVID-19 crisis—they offer a framework for understanding disruption and tools for navigating it. They outline the leadership traits, business principles, technological infrastructure, and organizational building blocks essential for adapting to disruption, with examples from real-world organizations. Technology, they remind readers, is not an end in itself, but enables the capabilities essential for surviving an uncertain future: nimbleness, scalability, stability, and optionality.

Building Big Business in Russia

The main purpose of this paper is to contribute to the discussion about the design of computer and communication systems that can aid the management process. 1.1 Historical Overview We propose that Decision Support System can be considered as a design conception conceived within the computer industry to facilitate the use of computer technology in organisations (Keen, 1991). This framework, built during the late 1970s, offers computer and communication technology as support to the decision process which constitutes, in this view, the core of the management process. The DSS framework offers the following capabilities: • Access: ease of use, wide variety of data, analysis and modelling capacity. • Technological: software generation tools. • Development modes: interactive and evolutionary. Within this perspective, computer and communication technologies are seen as an amplification of the human data processing capabilities which limit the decision process. Thus, the human being is understood metaphorically as a data processing machine. Mental processes are associated with the manipulation of symbols as human communication to signal transmission.

Russian Oil Companies in an Evolving World

In Building Sustainable Competitive Advantage Dhirendra Kumar shows how the Enterprise Excellence (EE) philosophy is a holistic approach for leading an enterprise to total excellence. It does this by focussing on achieving sustainable significant growth in revenue and profitability, reducing the business cycle time, strategically managing the enterprise risk and focusing on the needs of the customer. There may be various organizations within an enterprise but they must all focus on meeting or exceeding customer needs. Therefore, EE is an integrated approach affecting every employee, every functional area and strategy within the organization. Enterprise risk must be identified, assessed and prioritized; developing a growth strategy proposal which leadership has to execute in order to achieve goals. As business leaders spearhead the efforts, they must minimize, monitor and control the probability and/or impact of unfortunate events and maximize the realization of opportunities. The achievements in Enterprise Excellence can range from greater cost efficiencies, improved market perceptions, fundamental changes to markets, to new product and service offerings. There may also be significant upgrades in skills, technology, and business strategies. The scope of Enterprise Excellence can also range from operations activities, to business functions, to overall organization and to the enterprise as a whole. Building Sustainable Competitive Advantage is a comprehensive reference book for practising professionals, teaching faculty, and students alike.

The Architecture of Russian Markets

Until the dramatic fall of Communist regimes in the East placed the possibility of revolution on the agenda once again, sudden and decisive political change had appeared a largely anachronistic phenomenon in Europe. Looking back over the twentieth century, it is plausible to argue that the twentieth, rather than the nineteenth, has been the “most revolutionary of centuries”. In this volume, leading specialists from a variety of disciplines examine the changing and conflicting meanings of revolution in modern and contemporary Europe. Contributions include both broad essays on the global and historical context of European revolution and specific case studies reinterpreting a variety of revolutionary experiences.

Russia’s Relations with Kazakhstan

Given the past decade of abuse of shareholder rights, corporate governance is essential for Russia’s future. In this comprehensive volume, an international group of contributors - academics, corporate executives, government officials, policymakers, specialists from nongovernmental organizations, and legal experts - examine the crucial role of corporate governance as well as the external institutions and forces that affect it. Offering coverage from numerous perspectives, the contributors explore external and institutional influences on corporate governance, its workings within corporations, and the relationships between boards of directors, managers, shareholders, and the government. Case studies of three major companies illustrate the challenges and opportunities involved in creating sound practices. The concluding section provides a summary of the current situation and discusses implications for the future of Russia’s corporate governance. A valuable source of information, Corporate Governance in Russia is a must-read for business people, government officials, academic researchers, students, and all those interested in Russia and what the future holds.

How to Manage Organisational Change

The breaking down of the Soviet Union in 1991 and the official statement of the progress from communism to free enterprise, Russia, both regarding its financial potential and populace and as far as its legacy of a severe centralist framework has an exceptional remaining among transitional economies. A long ways past a progress from communism to private enterprise, bearing the multi-dimensional change in social, political and arrangement regions combined with an intricate procedure as a top priority, this change was no uncertainty considerably more troublesome and delicate for a country like Russia that had an established communist custom.

OECD Economic Surveys: Russian Federation 2006

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Wheel of Fortune

This 2006 edition of OECD’s periodic review of the Russian economy finds an economy enjoying robust growth, but requiring strengthening of the macroeconomic framework to sustain that growth. Public administration urgently needs reform and raising


“Narratives of Organisational Change and Learning” investigates change and learning through the comparative and contextual analysis of organisational stories. It focuses on how organisational actors make sense of and learn from profound change as exemplified by three manufacturing firms from Britain, South Africa and Russia. The interaction between organisational change and wider social, economic and political changes in the organisations’ environments and their impact on the organisational actors’ identity is examined. The book also explores the complex responses to organisational change epitomised by patterns of stories prevalent in each of the three organisations, as well as the important insights into often unacknowledged narrative processes of learning which result from profound change.

Emerging Economies and the Transformation of International Business

Change is one of the most common business phenomena today, and this book aims to help the manager cope with any changes that may arise. The book includes identification of change, choosing strategies, resisting change, and envisioning change.

Organizational Transformation in the Post-Soviet Economy

In order to work effectively with Russian organizations, it is essential for potential Western partners and shareholders to fully understand their leadership style, organizational practices and business expectations. Based on extensive interviews with the pioneers of Russian business and the authors’ own experiences, this perceptive new book attempts to decipher the enigma of Russia’s new generation of business leaders. The authors present six in-depth case studies focusing on companies of vastly differing sizes, ranging from a newly-privatized operation, and the creation and organization of an oligarch’s empire, to several entrepreneurial start-ups in different service industries. The case studies document the changes and developments that have occurred in Russia since the privatization era of the 1990s, highlighting the strengths and weaknesses of the emerging business leadership orientations. Grounded in Russian culture and history, the book takes a balanced view of the rapid development and transformation of the country’s business leadership over the past ten years. The authors also offer perceptive conclusions and practical advice that will not only contribute to the success of Western businesses operating in Russia and other former communist countries in Eastern Europe but also help business people in Eastern Europe create high performance organizations. As we move towards a globalized economy, the need to recognise executive behaviour in Russia is becoming increasingly important. This book will provide a great source of information for academics and researchers of entrepreneurship, leadership studies and international business. Although the focus is on Russian entrepreneurs, the lessons in the book are equally as relevant for other cultures and leadership styles.

The Transformation Myth

The economic power of Brazil, Russia, India and China (BRICs) is rapidly increasing, changing the landscape of global economics and politics. Top scholars of international business address in this vital volume the markets, strategy implications, challenges and possibilities of this new economic reality. As these four nations acquire greater economic clout, the opportunities for other countries increase. The contributors describe the favorable circumstances these evolving economies could provide for the US and other countries, such as expanded markets and services, higher returns on investments, and new partners in building a more peaceful and prosperous world. In contrast, they also discuss risks to traditional industries and possible challenges to positions on human rights and intellectual property protections, environmental standards, free markets and democratic governments. The volume emphasizes the need for companies to adopt strategies to stay ahead in the changing business environment. Governments must also design and implement new policies geared toward mutually beneficial relationships with BRICs. This enlightening study will be of great interest to students and scholars of international business. Executives of large companies will find it of great practical use when planning their organization’s future strategies.

China’s Energy Security and Relations With Petrostates

This study analyses enterprise development and entrepreneurship and their relationship with the state and market building in Russia. It focuses on continuities and changes in the factory regime, drawing on existing literature and the author’s own research and evaluation.

University Theses in Russian, Soviet and East European Studies, 1907-2006

This book aims to explain air power to both military and civilian audiences in an accessible manner, approaching the topic in a balanced and systematic way. The past 100 years illustrates that air power is an inevitable feature of any type of modern warfare. It has a key role to play in any of the three main operational environments: conventional (inter-state) wars, peace-support operations, and counterinsurgencies. This book examines the strengths and challenges of using air power in these situations, and each type of operation is explained using modern and historical examples, with an emphasis on the relevant lessons for the contemporary and future use of air power. The book also looks into the complexity of media coverage of air warfare and changes in the public perception of air power in recent years. The specifics of structuring national air forces is also discussed, along with the future of air power based on current trends. One of the enduring themes in the book is the necessity of inter-service and cross-domain integration, emphasizing the increasingly important role of cyber and space domains in the future of network-centric
warfare. This book will be essential reading for students of air power and air warfare, and recommended reading for students of international security, strategic studies, defence studies, and foreign policy.

**Labour and Political Transformation in Russia and Ukraine**

This timely book seeks to contribute to the debate on the transfer of values, rules, and practices by European actors to former Soviet countries. The actors in focus include multilateral organizations, such as the European Union, the Council of Europe, and the Organization for Security and Co-operation in Europe, as well as European governments and non-governmental organizations. The contributions in this collection address different aspects of the export or transfer of values, such as democracy, human rights, and the rule of law, as well as rules and practices in the fields of education and migration management, examining the motives, mechanisms, and effects of European engagement.

**OECD Reviews of Innovation Policy: Russian Federation 2011**

Most Russian peasants in the mid-1920s held their land as members of a commune (or mir), the old Russian form of land-holding. The revolution had brought a revival in the fortunes of the institution. This was not a welcome development to the Bolsheviks and the Soviet government unsuccessfully attempted to supplant the commune as the focus of rural affairs, by instituting the rural Soviets. The debate on land-holding in the mid-twenties bore fruit only in encouraging peasants to modify the worst inefficiencies of strip farming.

**Politics of Energy Dependency**

**Corporate Governance in Russia**

This book charts the experiences of a textile enterprise in Russia during the 1990s, analysing post-Soviet management and managerial practices in order to illuminate the content, nature and direction of industrial restructuring in the Russian privatised sector during the years of economic transition. Based on extensive factory-level fieldwork, it focuses upon changes in ownership, management and labour organisation, unveiling the complex texture of social, communal and gender relations in the workplace over an extended period of time, including through crisis and bankruptcy, acquisition by new capitalist owners and attempted restructuring. It argues, contrary to dominant Western managerial theories which blame the failure of transition to the irrationality of Russian managerial strategies, that the rationale for the continued reliance on Soviet era managerial practices lay in the peculiar form of social relations in the workplace which were characteristic of the Soviet system. It engages with key issues, often neglected in the literature, such as social domination, power and conflict, that capture the problematic and open-ended character of social and economic transformation in post-Soviet production. It demonstrates that far from a simple transition to a market economy, the post-Soviet transition has reproduced most of the features of the old Soviet system, including its patterns of labour relations.

**A/AS Level History for AQA Tsarist and Communist Russia, 1855–1964 Student Book**

As a study of Russian business leadership, the depth of research and cogency of argument in the book is well ahead of anything else seen to date and to that end it deserves to be highly regarded. The Delta Intercultural Academy This book is obligatory reading for those planning to do business in Russia or wishing to understand how business is conducted. The New Russian Business Leaders is written by a distinguished group of international management specialists, including two Russians. Using models and case studies of leading Russian companies and entrepreneurs, the authors draw conclusions about Russia's evolving business climate, the requirements for entrepreneurial success, and the value of international business education for Russia's business leaders. Paul Gregory, Slavonic and East European Review This highly talented multinational team has produced a rich and meaningful contribution to the literature on Russian business. These authors know the very essence of Russia from their extensive academic and practitioner experience. They deliver fascinating, original in-depth case studies of the pioneering men and women business leaders of modern Russia. They also interpret the cases in the context of Russia's history and culture, and offer a comprehensive framework for how Russian business and leadership could evolve to build the country's economy. The New Russian Business Leaders will surely serve for years to come as an authoritative source for academics and practitioners seeking to understand the underlying dynamics of Russian business and its leaders. Sheila M. Puffer, Northeastern University, Boston, US In order to work effectively with Russian organizations, it is essential for potential Western partners and shareholders to fully understand their leadership style, organizational practices and business expectations. Based on extensive interviews with the pioneers of Russian business and the authors own experiences, this perceptive new book attempts to decipher the enigma of Russia's new generation of business leaders. The authors present six in-depth case studies focusing on companies of vastly differing sizes, ranging from a newly-privatized operation, and the creation and organization of an oligarch's empire, to several entrepreneurial start-ups in different service industries. The case studies document the changes and developments that have occurred in Russia since the privatization era of the 1990s, highlighting the strengths and weaknesses of the emerging business leadership orientations. Grounded in Russian culture and history, the book takes a balanced view of the rapid development and transformation of the country's business leadership over the past ten years. The authors also offer perceptive conclusions and practical advice that will not only contribute to the success of Western businesses operating in Russia and other former communist countries in Eastern Europe but also help business people in Eastern Europe create high performance organizations. As we move towards a globalized economy, the need to recognize executive behaviour in Russia is becoming increasingly important. This book will provide a great source of information for academics and researchers of entrepreneurship, leadership studies and international business. Although the focus is on Russian entrepreneurs, the lessons in the book are equally as relevant for other cultures and leadership styles.

**The New Russian Business Leaders**

Hitherto, the organization of international business has been studied mostly from a managerial point of view or by examining the relationship between firms and the economy. Yet, the development of the modern, multinational firm - the most important type of business organisation - has been strongly influenced by the conflicts that characterized that twentieth century. The volatile macroeconomic and political environments experienced by international business
point to how important it is to study political risk. Consequently, Multinational Enterprise, Political Risk and Organisational Change: From Total War to Cold War breaks new ground: it argues that non-market elements and historical context are key to understanding the way international business has been organised. This edited volume offers an historical approach to analysing how multinational enterprise has developed over time and around the world through a series of well-crafted chapters, on important topics in international economic and business history, written by authorities in their respective fields of study and research. The study is based on the underlying premise that the coming of the two World Wars, the devastating and long-term consequences of such total wars, and the ideological challenge of the Cold War acted as a pivot points in shaping the nature and character of multinational firms. By examining such phenomena, this study offers insights to anyone who has an interest in business, economic or political history, management and business studies, or international relations.

Government Laboratories

Digital Economy, Emerging Technologies and Business Innovation

A new series of bespoke, full-coverage resources developed for the AQA 2015 A/AS Level History. Written for the AQA A/AS Level History specifications for first teaching from 2015, this print Student Book covers the Tsarist and Communist Russia, 1855-1964 Breadth component. Completely matched to the new AQA specification, this full-colour Student Book provides valuable background information to contextualise the period of study. Supporting students in developing their critical thinking, research and written communication skills, it also encourages them to make links between different time periods, topics and historical themes.

Russian Modernization

Building on an original interpretation of social theory and an interdisciplinary approach, this book creates a new paradigm in the Russian studies. Taking a fresh view of Russia's multiple experiences of modernization, it seeks to explain the Putin era in a completely new way. This book explores the paradoxical and contradictory aspects of Russia, analyzing the energy-dependent economy and hybrid political regime, but also religion, welfare, and culture, and their often complex interrelations. Written by a community of both Western and Russian scholars, this book re-affirms the value of social science when confronting a society that has undergone enormous and costly systemic changes. The Russian elites see modernization narrowly as economic and technological competitiveness. The contributors to this volume see contemporary Russia facing a series of antinomies, which are macro-level dilemmas that cannot be abolished, either by philosophical mediation or by immediate political decisions. As such, they are the tension fields that constitute choices for various competing agencies. This book will be of interest to scholars and students of Russian studies, transition studies, sociology, social policy, political science, energy policy, cultural studies, and stratification studies. Professionals involved in energy, ecology, and security policy will also find this publication a rich source.

Russia in the Capitalist World

The author of this volume provides an insider view of the story due to her involvement with the [Russian oil] industry over a long period and her access to information from key players of the industry. . . the book is a welcome addition, especially for its sound story line. Anyone interested in the transformation of the Russian oil industry will find it a valuable work. It will also inspire researchers to analyse organisational transformation of other types of industries, especially electricity and gas in many countries around the world that have undergone radical changes in the past. Subhesh C. Bhattacharyya, International Journal of Energy Sector Management Sarah Dixon has produced a fascinating look at the internal workings of four major Russian oil companies during the decade following their privatization in the mid-1990s. Dixon has utilized her in-depth knowledge of Russia and her business experience in its thriving oil industry to gain access to Russia's powerful business titans. Her insights and careful observations have resulted in a masterful analysis of organisational transformation during Russia's radical institutional upheaval. The book is a valuable contribution to resource-based theory by explaining linkages between organisational learning, dynamic capabilities, and implementation of organisational transformation. Practitioners will also benefit from the rich case studies offering insight into constraints and enablers of organisational transformation. Sheila M. Puffer, Northeastern University, Boston, US Here the example of the Russian oil industry in the context of transition from a planned to a market economy is used to develop a three-stage framework for organisational transformation. Four longitudinal case studies of Russian oil companies are drawn upon to explain the process of organisational transformation. The book highlights how and why this process differs between companies within the same industry, explores the complexity of the change process and discusses the importance of the top management team. The links between organisational learning, dynamic capabilities and the implementation of change are analysed. An interesting insight into the constraints and enablers of organisational change is also provided. The framework developed from this study can be successfully applied to other organisations wishing to bring about organisational change. Integrating several perspectives, including a resource-based view, organisational learning, dynamic capabilities and top management team theory, this book will be of great interest to scholars and researchers of business and management, international business and organisational behavioural.

Organisational Transformation in the Russian Oil Industry

'Russia is an increasingly important player in global energy markets, yet its policies are under-researched and little understood. This collection represents an important and sophisticated contribution to the debate. While much of the commentary on Russian energy consists of generalizations about Russia's political strategy, this work lifts the lid and looks inside the process through which Russian energy policies are designed and implemented. It brings together essays by top specialists in the field, and makes a conscious effort to integrate the various disciplines of politics, economics and geography by developing a model of the "cognitive frames" through which the policy process is shaped. It addresses both domestic and international dimensions of the problem, and gives equal weight to traditional customers in Europe and new markets in Asia.' Peter Rutland, Wesleyan University, US The book explains Russian energy policies, instead of a policy. It portrays a picture with multiple policy drivers, including institutional, regional and federal, environmental and commercial. The study markedly improves our understanding of the multifaceted nature of Russian energy policy, a topical and complex issue. This is a highly commendable book that should be included in the reading lists of anyone with an interest in the role of energy in Russia's political economy or energy matters more generally.' Kim Talus, University College London, Australia Russia's vast energy reserves, and its policies towards them have enormous importance in the current geopolitical landscape. This important book examines Russia's energy policies on the national, interregional and global level. It pays particular attention to energy policy actors ranging from state, federal and regional actors, to energy companies and international financial actors and organizations. The book models the formation of Russia's energy policies in terms of how energy policy actors perceive and map their policy environment. The case studies cover federal, regional and environmental
aspects of Russian energy policy, Russia's energy relations with Europe and the CIS, North East Asia, the globalization of Russian oil companies and the political economy of Russian energy. It is found that there are several concurrent energy policies in contemporary Russia, and that this situation is likely to continue. These policies are conducted primarily from the business frame perspective while notions of energy superpower Russia are found more ambiguous. Russia's Energy Policies will benefit advanced master's level students, doctoral students, researchers, policy-makers and practitioners. The book will be a great resource for advanced international relations, political economy, international business and globalisation courses alongside energy policy courses, as well as area studies courses on Russian, post-Soviet and European politics and environmental politics.

Building Sustainable Competitive Advantage

Recent political developments in post-Soviet countries have raised novel issues regarding the stability of the post-Cold War world order. A new direction in policy has been exemplified by the recent bolstering of a number of post-Soviet political and economic institutions - such as CSTO, SCO and the Eurasian Economic Union - in which the role of Kazakhstan is considerable. In addition to its unique geopolitical location, Kazakhstan's importance in regional integration structures and international relations more broadly is reinforced by its rich oil and uranium deposits. This book centres on an exploration of the changing relations between Russia and Kazakhstan and their impact on post-Soviet interactions with the rest of the world. The role of specific factors in the formation of the post-Soviet regional system will be explored in historical perspective. The multifaceted relations between Kazakhstan and Russia from 1991 to the contemporary period will be analysed in terms of relations in several spheres: political, military and security. Kazakhstan’s nuclear withdrawal, ethnicity and national identity, economic, foreign policies, regionalism and international trends and the impact of historic trends. An important analysis of Kazakhstan, the second largest country in the post-Soviet world, this book is of interest to researchers of International Relations, Post-Soviet Studies and Central Asia Studies.

Decision Support in Organizational Transformation

This book examines the development of big business in Russia since the early 1990s, explaining how post-Soviet enterprises - many of which made little sense as business units - were restructured into functional firms. It includes detailed case studies of three leading companies: Yukos Oil Company, Siberian (Russian) Aluminium and Norilsk Nickel.

Routledge Handbook of Russian Politics and Society


Russia’s Energy Policies

This book examines the development of bilateral energy relations between China and the two oil-rich countries, Kazakhstan and Russia. Challenging conventional assumptions about energy politics and China’s global quest for oil, this book examines the interplay of politics and sociocultural contexts. It shows how energy resources become ideas and how these ideas are mobilized in the realm of international relations. China’s relations with Kazakhstan and Russia are simultaneously enabled and constrained by the discursive politics of oil. It is argued that to build collaborative and constructive energy relations with China, its partners in Kazakhstan, Russia, and elsewhere must consider not only the material realities of China’s energy industry and the institutional settings of China’s energy policy but also the multiple symbolic meanings that energy resources and, particularly, oil acquire in China. China’s Energy Security and Relations with Petrostates offers a nuanced understanding of China’s bilateral energy relations with Kazakhstan and Russia, raising essential questions about the social logic of international energy politics. It will appeal to students and scholars of international relations, energy security, Chinese and post-Soviet studies, along with researchers working in the fields of energy policy and environmental sustainability.

The New Russian Business Leaders

ShariE a in the Russian Empire

While private, for-profit businesses have typically been the most experienced with entrepreneurship, the study of public sector business models is coming to the forefront of entrepreneurial discussions. This shift has allowed researchers and practitioners to expand on their knowledge of positive business choices and paved the way for more profitable business empires. Public Sector Entrepreneurship and the Integration of Innovative Business Models is a comprehensive source of academic research that discusses the latest entrepreneurial strategies, achievements, and challenges in public sector contexts. Highlighting relevant topics such as public management, crowdsourcing, municipal cooperation, and public sector marketing, this is an ideal resource for managers, practitioners, researchers, and professionals interested in learning more about public sector business ideals, and how these models are shaping positive entrepreneurial communities around the world.

The Oxford Handbook of International Business

This book examines Russia’s capacity to respond to a changing world through the lens of the country’s oil industry. Against a backdrop of social, political and climatic change, Indra Overland and Nina Poussenkova present a systematic analysis of how modern energy developments in the form of shale oil, offshore oil and the global energy transition are handled.

Reinterpreting Revolution in Twentieth-Century Europe
The world's largest exporter of oil is facing mounting problems that could send shock waves through every major economy. Gustafson provides an authoritative account of the Russian oil industry from the last years of communism to its uncertain future. The stakes extend beyond global energy security to include the threat of a destabilized Russia.

**European Engagement Under Review**

Based on a 1999 NATO Advanced Research Workshop titled "Reform of Government Scientific Laboratories" held at the U. of Manchester, with which the editors are affiliated, these 14 selected papers analyze the global trend toward "new public management" of university labs. Selections feature case studies illuminating the themes of: government research amidst political and economic crisis in Central and Eastern Europe; lab reform in the market economies of Western Europe and Canada; and responses in the US and elsewhere to such challenges as funding, brain drains to the private sector, and changing relationships among actors in an increasingly commercialized innovation system. Lacks a subject index. c. Book News Inc.

**Narratives of Organisational Change and Learning**

Energy has been an important element in Moscow's quest to exert power and influence in its surrounding areas both before and after the collapse of the USSR. With their political independence in 1991, Ukraine, Belarus, and Lithuania also became, virtually overnight, separate energy-poor entities heavily dependent on Russia. This increasingly costly dependency – and elites' scrambling over associated profits – came to crucially affect not only relations with Russia, but the very nature of post-independence state building. The Politics of Energy Dependency explores why these states were unable to move towards energy diversification. Through extensive field research using previously untapped local-language sources, Margarita M. Balmaceda reveals a complex picture of local elites dealing with the complications of energy dependency and, in the process, affecting the energy security of Europe as a whole. A must-read for anyone interested in Eastern Europe, Russia, and the politics of natural resources, this book reveals the insights gained by looking at post-Soviet development and international relations issues not only from a Moscow-centered perspective, but from that of individual actors in other states.