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URL: http://www.tu-chemnitz.de/wirtschaft/bwl5/jeems
Journal for East European Management Studies
Print: ISSN 0949-6181 Internet: 1862-0019
The Journal for East European Management Journal (JEEMS) is published four times a year. The personal subscription rate (only print) is € 60.00, the institutional rate (IP account + print) is € 150.00 including delivery and value added tax. For delivery outside Germany an additional € 12.00 are added. Cancellation is only possible six weeks before the end of each year. Single issues of JEEMS may be obtained at € 19.80.

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Editorial Mission of JEEMS

Objectives
The Journal for East European Management Studies (JEEMS) is designed to promote a dialogue between East and West over issues emerging from management practice, theory and related research in the transforming societies of Central and Eastern Europe.

It is devoted to the promotion of an exchange of ideas between the academic community and management. This will contribute towards the development of management knowledge in Central and East European countries as well as a more sophisticated understanding of new and unique trends, tendencies and problems within these countries. Management issues will be defined in their broadest sense, to include consideration of the steering of the political-economic process, as well as the management of all types of enterprise, including profit-making and non-profit-making organisations.

The potential readership comprises academics and practitioners in Central and Eastern Europe, Western Europe and North America, who are involved or interested in the management of change in Central and Eastern Europe.

Editorial Policy
JEEMS is a refereed journal which aims to promote the development, advancement and dissemination of knowledge about management issues in Central and East European countries. Articles are invited in the areas of Strategic Management and Business Policy, the Management of Change (to include cultural change and restructuring), Human Resources Management, Industrial Relations and related fields. All forms of indigenous enterprise within Central and Eastern European will be covered, as well as Western Corporations which are active in this region, through, for example, joint ventures. Reports on the results of empirical research, or theoretical contributions into recent developments in these areas will be welcome.

JEEMS will publish articles and papers for discussion on actual research questions, as well as book reviews, reports on conferences and institutional developments with respect to management questions in East Germany and Eastern Europe. In order to promote a real dialogue, papers from East European contributors will be especially welcome, and all contributions are subject to review by a team of Eastern and Western academics.

JEEMS will aim, independently, to enhance management knowledge. It is anticipated that the dissemination of the journal to Central and Eastern Europe will be aided through sponsoring.
Dear Reader,

This issue of JEEMS reflects its editorial policy in that we present four very different articles and a research note covering a range of academic disciplines, industries, organisational functions and methodological approaches. Each of the authors has interesting scholarly contributions to make to the study of management and organisation in Central and Eastern Europe (CEE). In terms of geographical cover, one article takes a comparative Hungarian/ Central Eastern Europe focus, two articles focus on Russia, the next one looks at the actions of a Taiwanese company in Russia and the last article focuses on the Ukraine.

The first article by Zsuzsa Karoliny, Ferenc Farkas and József Poór is based on the well-established Cranet survey of organisations. The authors present a wide ranging discussion and overview of human resource management (HRM) practices in the Central and Eastern European region. The issue of convergence and divergence is an important one in the field of international human resource management (IHRM). The authors note that there is a difference between the US and (Western) European approaches to HRM which is based in part on the level of state regulations. The field of HRM is a highly fruitful area for research in CEE countries in that HRM practices are still being developed and adapted. The authors argue that in CEE countries that there have been significant changes to HR practices and that those changes are different in direction and extent.

The next article, by Igor Gurkov, focuses on the particular features of strategy process in Russian organisations. The author has used questionnaires in a series of large scale surveys to investigate strategy and the setting of corporate goals. The author discusses the balances of power, the conflicts and tensions that exist in the organisations as key actors respond to the competitive business environment.

Galina Shirokova’s article looks at the organisational life-cycle of companies in Russia. She makes the interesting point that there is a paucity of such research conducted in transitional societies such as Russia. As with the previous authors in this edition, she has surveyed a group of organisations, conducting a two stage survey. The research she reports upon in this article is based on the second stage of the project where she has looked at the organisational life-cycle of companies established since 1992. An interesting finding is that the founders of businesses in Russia tend to resist handing over control to hired managers.

The next article by Wen-Shinn Low and Soo-May Cheng is based on a single case study. The authors investigated the marketing strategy of a Taiwanese company which had invested in Russia, attracted by the possibility of rich returns. The Taiwanese company had set up local marketing channels for distributing components for PCs. The article explores the political processes behind channel restructuring strategies as the Taiwanese company manipulated the various distributors in order to develop its market share.
Last but not least, Anatoliy Goncharuk, in his research note, takes an in-depth look at the sugar production industry in Ukraine. Based upon a thorough analysis of the problems that Ukrainian companies face in comparison to foreign sugar companies, he makes a series of recommendations e.g. improving personnel motivation, that are aimed at improving the efficiency of the local sugar industry.

Anna Soulsby
(Member of the Advisory Board)
Editorial Statistics 2008

Papers submitted  
Of those papers were:

- rejected by editorial decision  
- altered to Research Notes  
- submitted to double-blind review  
- rejected after the first review round  
- handed back to authors for revision  
- accepted for publication after the first review round  
- Rejection rate:  
- revised and re-submitted to double-blind review  
- withdrawn by the authors  
- accepted for publication after revision  
- published as Articles in 2008  
- published as Research Notes in 2008  
- scheduled to be published in 2009

Average feedback duration  
(i.e. time between submission of a paper and feedback): 68 days

Feedback loops of more than 100 days  
(Editorial committee target line): 3

Reviews provided: 37

We shall take the opportunity to thank the following reviewers for their valuable support provided to our journal through their critical and fair reviews in 2008:

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