

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 the 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.

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