

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,

In terms of variety of topics addressed, theoretical approaches used and countries studied JEEMS starts in 2010 with a rather ‘typical’ issue. Two research papers, one research note and one book review consider four different topics, using three different theoretical frameworks and studying twelve different national economies of Western and Eastern Europe. Thus, JEEMS offers once more an issue comprising a broad geographical, disciplinary and methodological polyphony.

The first paper, by *Jure Kovač* and *Manca Jesenko*, focuses on leadership in Slovene organizations. The authors analyse what consequences different leadership styles have on the formalization of leadership on the one hand and on leadership trust on the other. Though the findings are not really astonishing, they will satisfy and reinforce all democratic leaders and their subordinates, certainly far beyond Slovenia. Namely, the authors found that a democratic leadership style goes along with increased use of informal leadership elements and increases trust between superiors and subordinates.

The second research paper authored by *Corinna Dögl* and *Dirk Holtbrügge* deals with German firms in the sector of renewable energies in Russia. Despite the still low demand for renewable energy in Russia, the authors point to many “formidable” business opportunities for German firms in the fields of biomass, solar and wind energy. In their study the researchers draw on Porter’s diamond model of competitiveness and base their study on secondary data. They show that each of the three sectors of renewable energies in Russia bears some disadvantages with respect to natural conditions, e.g. low number of hours of sunshine, or disadvantages in terms of supporting industries, as well as some distinctive opportunities. Both, disadvantages and opportunities, the authors say, should be addressed by managers as well as political actors in Russia in order to provide better conditions for renewable energy industries.

The research note by *Zoltán Buzády* somewhat contrasts the paper focusing on renewable energies as it comprises a case study revealing the organisational side of business with exhaustible raw materials. The Hungarian company MOL, indeed, was the first national oil and gas company in Central Europe which transited from a state-owned firm to a privately owned regional-multinational. The research note outlines three stages of its transition to become a “new species” in CEE, a “regional multinational”, namely the stage of privatization, the stage of restructuring, and the stage of stabilization and expansion into the neighboring CEE countries. The research note provides the reader with relevant insights into the strategy of the oil industry in several CEE countries. At the same time, this MOL-case study is valuable for teaching purposes as well, as it includes some suggestive details on the interrelationship

between the companies and their changing (and often restricting and contradictorily) environment.

I wish you an enjoying and enriching reading!

Irma Rybnikova

(Member of Editorial Committee)