

Dear Reader,

The first JEEMS issue of this year shows the whole variety and diversity of current topics, countries and approaches towards CEE management. It covers countries like Czech Republic, Russia, Hungary, Slovak Republic, Slovenia, Croatia, and management aspects like leadership, routines, diffusion of innovations and organisational learning as well as MNC headquarters' location. Different methodologies like cross-cultural or cross-country comparisons as well as single country studies or longitudinal studies can be found in this issue although nearly all articles apply survey-based quantitative methodologies.

Regarding topics and methodologies, CEE management research seems to follow the mainstream of international management research, fairly convinced about its fundamental assumptions and approaches. But even when doing so, the articles in the issue shed light on the special problems and the special shape of CEE management practices that can be considered to be influenced by national culture or institutional forces.

In the first contribution, *Reber* and *Auer-Rizzi* are analysing some data about leadership in the Czech Republic collected from different sources over years. They used the Vroom-Yetton model to describe inertia and changes in style preferences of managers. The authors conclude that the observed stability over the last 20 years can be best explained by a contingency approach. Especially managers in international companies like Skoda showed some higher levels of participative leadership preferences, a higher acceptance of quality rules, as well as lower rate of rule violation.

The second contribution is also looking from outside in: *Jiménez, Duran*, *Durán* and *de la Fuente* focus on Spanish MNEs in CEE countries, namely the new EU member states. The authors analyse the FDI activities with respect to the location of subsidiaries in these countries. By using the concept of psychic distance, they can show that distance in language and industrial development may increase the barriers for FDI, because of expected higher transaction costs, while distance in education may be supportive for subsidiary founding in CEE countries. The authors assume an efficiency seeking strategy of Spanish MNEs, where cheaper labour costs can be expected if education is lower.

Moving over to Russian industrial companies, *Gurkov* tries to find some main factors of firm innovations in the perceptions, attitudes, and decisions of their CEOs. In his survey-based analysis he could confirm that innovative firms mainly differ from other companies in their perception of the environment as well in a stronger engagement in sub-contracting, even in the field of innovation activities.

Continuing with aspects of innovations, *Škerlavaj, Su* and *Huang* put their emphasis on the impact of national culture dimensions on organisational learning cultures, namely information acquisition, information interpretation and cognitive and behavioural change. The authors studied several Mediterranean Europe and Asian countries, among them Croatia Macedonia and Slovenia. They show that the national culture dimensions, like power distance, uncertainty avoidance, individualism and masculinity have a significant moderating impact on the relationship between information interpretation and cognitive and behavioural change, while, contrary to other findings, no impact on the relation between information acquisition and interpretation could be found.

Finally, a short research note by *Makó, Csizmadia, Illéssy, Iwasaki* and *Szanyi* deals with the diffusion of innovations in Slovakian and Hungarian service firms. It highlights that both countries showed considerable differences regarding innovation activities and managerial practices for the diffusion of innovations. For Slovakian firms a stronger focus on team- and project work could be found, while Hungarian firms are more engaged in methods like benchmarking. Moreover, the study shows that national and industry related innovation cycles play a role for the extent of innovations. This calls for a longer time span to be studied for relevant comparative results of innovations.

Summing up, Central and East European post-socialist countries still constitute some interesting areas for management research. The distinctively quantitative focus of the studies in this issue, though, calls for some more submissions based on in-depth qualitative research in order to deepen the findings pointed out here.

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Erratum

In JEEMS Vol 17 Number 4 2012 a word was missing in the title of the article authored by Olga Ivanova

The correct title is “Signalling Legitimacy for SMEs in Transition Environments: the Case of the Bulgarian IT Sector.”

We apologize for this mistake!