

Editorial

Dear Reader,

It's hard to believe— this is the **20th volume of JEEMS!**

I remember well back in spring 1995 when I sat together with Rainhart Lang, my boss at that time and my colleague and friend today, discussing the opportunities to develop an academic journal dedicated to management research in and about Central and Eastern Europe. We were both highly enthusiastic about the idea—and we still are today!

I remember when we first met together with further colleagues in July 1995, namely Eckhard Dittrich and Dieter Wagner, as well with an interested publisher, Rainer Hampp, to discuss and develop our plans. A little bit later, Ulrich Gehmann, Volker Heyse, Graham Hollinshead, Sonja Sackmann, Miklós Dobák, and Ivan Novy also came on board. Moreover, during this time we had to set up a broadly based editorial board featuring reputable colleagues from all over the world. It was a pioneering time, and we had to strongly rely on the contributions of all colleagues involved. It is great to see that many of them have become close friends of mine and that many of them are still on board at JEEMS today. **It is my wish to express my deep gratitude to all of you who have contributed to JEEMS over the years and have made it the journal it is today!**

We are not planning to celebrate this birthday. We will though commemorate it during the traditional Chemnitz East Forum in September of this year (see the respective call for papers in the News/Information section), and we aim to continue providing you with great contributions from well-known and sometimes also less well-known colleagues about corporate management in the transforming countries of Central and Eastern Europe. This has been the mission of JEEMS and it will remain so in future!

In this first issue of 2015, you will find three papers and two research notes. *David Bauer* looks at a topic that has been widely explored and discussed in JEEMS in the past, namely the (dimensions of) leadership, particularly in the Slovak context. On the basis of GLOBE results, he demonstrates that implicit leadership theories exist in this context and how they differ from the international sample of implicit leadership theories. While charismatic leadership behaviour, in line with findings in many other countries, is accepted in the Slovak organizational environment as most effective, several other characteristics of leadership behaviour were found to be more common in Central and East European countries.

Yuliya Ponomareva and *Timurs Umans* explore the forces that influence strategic managerial decisions in the context of Russian economic transition. Their case study highlights the particular relationship between strategic and govern-

ance forces and their joint influence on managerial discretion. Moreover, the authors formulate some practical and theoretical implications for the managerial decision-making process in Eastern Europe.

The third article, authored by *Erich C. Fein, Aharon Tziner, Cristinel Vasiliu, and Mihai Felea*, once more, deals with the topic of leadership, namely with Implicit Leadership Theories (ILTs). In a series of three studies in Romania, they examined both ILTs and expectations for leader behaviour for the purpose of examining the degree of fit between ILTs and associated expectations. With two follow-up studies, they also examine the understanding of transformational and transactional leadership. Finally, they discuss the findings in terms of how culturally-derived factors may serve to influence ILTs and profiles of expected leader behaviours.

In their research note, *T. Mesut Eren and Alfredo Jimenez* investigate the impact of institutional differences as a determinant of Turkish FDI inflows from OECD economies. For this purpose, they particularly focus on the corruption distance between the home and host countries. The authors confirm that FDI flows are higher when they come from countries with low differences in corruption with Turkey and lower when there exists a large difference in corruption between the investing country and Turkey. The authors explain their findings with reference to the ability of firms to obtain a higher return from their resources and capabilities in those environments with a similar idiosyncrasy to the one of their home country.

The second research note, authored by *Joanna Purgal-Popiela*, aims at identifying managerial practices concerning diverse forms of cross-border employee flows that take place in Polish companies in the process of internationalization. Two dimensions of their international maturity are applied in a comparative analysis covering strategic orientation, policies and procedures concerning international assignments. The results confirmed the validity of the assumption of congruity between a company's international maturity and approach to managing international assignments.

I hope you will enjoy reading this 'jubilee' issue!

Thomas Steger

Corrigendum

With respect to the article

Jun, J.-K./Hoon Hyun, J.H. (2014): Anticipation or risk aversion?: The effects of the EU enlargement on Korean trade and FDI activities in Central and Eastern Europe, in: *Journal of East European Management Studies*, 19, 4, 486-503,

the authors greatly acknowledge the financial support for their research by the Hankuk University of Foreign Studies research fund of 2013.