

Editorial

Dear Readers,

We hope you have had a good summer break. In this issue of JEEMS, we have a very interesting selection of papers that address some very important issues for the future development of management and organization in the countries of Central and Eastern Europe region (CEE). The themes of this edition include: returning migrants and the development of SMEs; entrepreneurship; informal learning and knowledge transfer; innovation productivity and performance; internationalization and the processes of outward foreign direct investment of SMEs.

In the first paper, by *T. Gittins* and *M. Fink*, the focus is on examining the consequences for the development of small and medium enterprises when migrants return from Western Europe. In particular, the authors consider the implications for the improvement in local entrepreneurial activity and informal learning as the returning migrants have the potential opportunity to transfer and utilise the skills and knowledge they have obtained whilst away from their home countries. The authors explore the implications for the development of human capital and for initiating processes of internationalisation. The authors have carried out a well-organized and extensive review of the published literature and identify research gaps that can be fruitfully pursued by scholars in the field. In particular, they evaluate the antecedents of inter-EU internationalisation which has been under-researched area and also note the importance of investigating the effects of return migration for the future competitiveness of SMEs within the CEE region.

It is very important for the future competitiveness and prosperity of the EU in an increasingly globalized world that there is at least maintenance, if not an improvement, in quality of innovation performance by organizations. The authors of the second paper: *T. Gołębowski* and *M. S. Lewandowska* look at the impact of foreign-owned subsidiaries on innovation in Germany, the Czech Republic and Romania. The authors identify the following factors that affect a firm's innovation activity and performance i.e.: firm size; absorptive capacity; external knowledge sourcing; product diversification; firm export orientation; industry innovativeness. In the paper the authors focus upon the internal and external relationships of the foreign-owned subsidiaries. The authors have conducted an extensive study of small and medium enterprises using firm-level data from the Community Innovation Survey from the period 2006-2008 and develop hypotheses which are explored and discussed.

The authors of the next paper: *M. Gorynia*; *J. Nowak*; *P. Trąpczyński* and *R. Wolniak* explore the motives for Polish firms who engage in outward foreign

direct investment and the modes of entry that are adopted. The authors note that the nature of and characteristics of the expansion abroad by firms in the CEE regions is an under-researched area. The focus of much of the research on outward FDI has been on the effects of inward investment into the BRIC (Brazil, Russia, India and China) countries. There has been research into inward FDI into the post-socialist countries of Central and Eastern Europe but now the increasing importance of outward FDI carried out by CEE organizations has become of increasing interest to researchers. The authors also note that firms in the CEE region have had different experiences during their transformation from state socialism and are at different stages. The study is based upon a combination of quantitative and qualitative research materials. The qualitative materials were based upon semi-structured interviews with the managerial staff of the SMEs which allowed the authors to explore in an in-depth way the particular reasons and motives given by members of the Polish case study organizations for outward expansion.

The papers in this edition of JEEMS represent a range of methodological approaches and explore important and highly topical themes for management and organization researchers who are interested in the processes of transformation in Central and Eastern Europe.

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