

Dear Reader

This special issue of JEEMS offers a selection of articles based on the international research project “GLOBE Student”. The project was initiated in 2008 and focuses on students as potential future managers, their cultural values, their perceptions of societal culture practices, and their leadership expectations. Building on the methodology employed by the GLOBE project (House et al. 2004)<sup>1</sup>, the research team collected data from business and engineering students in seven Central and Eastern European (CEE) countries, specifically Austria, the Czech Republic, Germany, Poland, Romania, Slovakia and Slovenia.

The first article, entitled “Values and leadership expectations of future managers: Theoretical basis and methodological approach of the GLOBE Student project”, is authored by *Tomaž Čater* (University of Ljubljana), *Rainhart Lang* (Chemnitz University of Technology) and *Erna Szabo* (Johannes Kepler University Linz). It introduces the reader to the project by providing its theoretical and methodological background. It offers detailed and critical discussions related to societal culture dimensions, leadership styles and expectations, as well as agents of socialisation. As the GLOBE Student project builds on a former large-scale study, the authors also review and comment on the vivid exchange of arguments in the literature related to the concepts and methods stemming from the original GLOBE study. A general research frame sets the stage for the following, more empirically oriented articles.

In the article “How future managers view societal culture: A comparison across seven CEE countries”, *Doina Catana* (Technical University of Cluj-Napoca), *Danijel Pučko* (University of Ljubljana) and *Renata Krzykała-Schaefer* (Poznań School of Banking) analyse students’ perceptions (“as is”) and expectations (“as should be”) of societal culture dimensions in the seven CEE countries participating in the study. For each of the countries, the authors present the potential future managers’ perceptions of actual and expected cultural characteristics as well as the gaps between them and explore the role of “country of origin” in explaining the gaps. A discussion of distinctive subsets of cultural perceptions within the CEE cluster concludes the article.

The article “Leadership ideals of future managers from Central and East European countries” by *Rainhart Lang* (Chemnitz University of Technology), *Alexandru Catana* (Technical University of Cluj-Napoca), *Zdenka Konecna* (Brno University of Technology), *Petra Skalova* (University of West Bohemia Pilsen) and *Erna Szabo* (Johannes Kepler University Linz) analyses participative leadership prototypes. The article starts by reviewing the relevant leadership and participation literature with a focus on CEE countries. The empirical investigation addresses the influence of the institutional and cultural context, of

---

<sup>1</sup> House, R.J./Hanges, P.J./Javidan, M./Dorfman, P.W./Gupta, V. (eds.) (2004): Culture, leadership, and organizations: The GLOBE study of 62 societies. Thousand Oaks: Sage.

individual characteristics, as well as of social agencies and role models on participative leadership ideals of students in the seven countries under study. The article also presents partly striking differences in expectations of participative leadership between the students (GLOBE Student sample) and middle managers (GLOBE's managerial sample).

The fourth article in the special issue links theoretical issues of the CSR debate with empirical findings about CSR-related values of students. It is titled "Corporate social responsibility in European countries: The keystones of the concept and intercultural connotations" and is authored by *Anna Remišová*, *Anna Lašáková* (both Comenius University in Bratislava) and *Renata Krzykała-Schaefer* (Poznań School of Banking). The authors start by discussing the economic, legal and ethical criteria of corporate conduct, and comparing the US and European approaches to CSR. The empirical results include the presentation of country profiles of CSR-related criteria in managerial decision-making, followed by a discussion of the latent dimensions of CSR-related criteria and their interconnections with cultural dimensions.

In conclusion, the articles paint an initial yet impressive picture of how students as potential future managers perceive culture in general and the leadership role in particular, and demonstrate how complex the embeddedness of leadership in its cultural context is. Consequently, we hope that the conceptual considerations as well as the empirical results presented here will set the stage for vivid future research on these topics, in the CEE region and beyond.

We would like to thank the authors of the GLOBE Student project for their contributions, as well as the reviewers of the four articles for their valuable and constructive comments and recommendations.

*Tomaž Čater*  
*Rainhart Lang*  
*Erna Szabo*  
*Guest Editors*

<p>In the latest <b>2012 Journal Citation Reports®</b> (Thomson Reuters, 2013) JEEMS received an impact factor of <b>0.250</b> and is ranked <b>162/174 in Management</b>. The Editorial Committee wishes to thank all authors, reviewers and friends of our journal who have contributed to this and hope we will be able to even improve this level in the future!</p>
--