

Rybnikova, Irma; Lang, Rainhart

Article Editorial

Journal for East European Management Studies

Provided in Cooperation with:
Rainer Hampp Verlag

Suggested Citation: Rybnikova, Irma; Lang, Rainhart (2011) : Editorial, Journal for East European Management Studies, ISSN 0949-6181, Rainer Hampp Verlag, Mering, Vol. 16, Iss. 1, pp. 5-6

This Version is available at:
<https://hdl.handle.net/10419/84100>

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Dear Reader,

Welcome to the first edition of JEEMS in 2011. We are very please to introduce this edition, because it is a special issue on “**Conflicts, frictions and paradoxes in CEE Management**”. This theme was the topic of the Chemnitz Eastforum in September 2009. From all of the conference submission few articles addressed the topic of conflicts and paradoxes directly and critically. Three papers and one research note, included in this special issue, present a particular look at the conflicts, frictions and paradoxes of management in CEE countries based on the different foci of their analysis.

The articles cover a wide range of topics, like knowledge transfer, organizational change and enterprise transformation and change in the industry, respective the rural agrarian sector, including the special situation of cooperatives and the state and development of management competencies. They address the situation in countries like Russia, Poland, Hungary, Slovenia, and East Germany. Based on different theoretical concepts like institutionalism, organizational learning, principal-agent approach or concepts of knowledge transfer, subsidiary evolution, the theory of cooperation, and the concept of competency management, the authors have also used different methodologies, namely, qualitative in-depth case studies, illustrative cases, panel analysis of enterprise data and questionnaires.

Independent of theories, methodologies and special focus, the collections overviews a number of the various problems connected with the establishment of an East European Capitalism which have followed the narrow transformation period.

The first article by *Victoria Golikova* (Higher School of Economics in Moscow, Russia), *Päivi Karhunen*, and *Riitta Kosonen* (Aalto University School of Economics in Helsinki, Finland) present a rich and fascinating case study which addresses the knowledge transfer between a finish headquarter company and its subsidiary in Russia. Drawing on the subsidiary evolution model by Birkinshaw and Hood (1998), the authors show very convincingly how subsidiary capabilities are evolving over time as a combination of the headquarters' and local knowledge of subsidiary management, such as good personal relations with relevant stakeholders. Thus, the subsidiary shouldn't be considered only as knowledge receiver but also as a transmitter of knowledge to headquarters. Furthermore, Victoria Golikova, Päivi Karhunen and Riitta Kosonen demonstrate in their case study that in the context of globalization, local knowledge becomes even more important than ever.

The second article by *Bruno Grancelli* (University of Trento, Italy) is an instructive analytical study focusing upon the agrarian transformation in Hungary and Poland and points to its main paradoxes. The author draws on the specificities of cooperative management in a post-socialist context, looks at the

relationship processes between big coops and rural farmers and provides a lot of insights regarding the lack of social cooperativeness and associational forms of rural management in CEE countries.

The third paper written by *Michael Wyrwich and Ina Krause* (University of Bielefeld, Germany) addresses the organizational change in the former East Germany. Drawing on the perspective of organizational learning and the so called “imprinting thesis”, the authors assume that the institutional embeddedness of organizations in one political system (central planned economy) can hinder their adaptation in the new system (market economy). In their methodologically demanding empirical study, the authors analyze data from 211 firms in East Germany, ‘survivors’ of the economical transition, and show that firms founded in the late phase of German Democratic Republic (after 1970) have worse growth prospects even until now than firms founded earlier or after German reunification.

The research note by *Jürgen Mühlbacher, Michaela Nettekoven* (WU Vienna University of Economics and Business, Austria) and *Jure Kovac* (University of Maribor, Slovenia) adds to the geographically diversity of the special issue as it presents an empirical research from Slovenia. Here, managers in Slovenia were asked about what management competencies they consider as necessary at present and in the future as well as what factors they see as influencing competencies. The results of this explorative study show a clear relevance of methodological competencies, followed by leadership and social-communicative competencies, whereas personal and self-dispositive competencies seem to be considered as least important. In the light of rising importance of self-reflection, as discussed in global leadership research for example, the last result is rather astonishing and deserves further research.

We wish you insightful hours on paradoxes of the management in transforming contexts!

Irma Rybnikova, Rainhart Lang
Guest Editors

Erratum

Due to a problem in the handling of the final editorial process, some unfortunate mistakes occurred on the front page of the article “Corporate managers and their potential younger successor: An examination of their values” authored by Katarina Katja Mihelič and Bogdan Lipičnik (e.g., incorrect spelling of first author’s name, wrong email address).

The Editorial Committee apologizes for these mistakes and for any problems that may have resulted!

A corrected version of the front page of this article is now available on the JEEMS homepage.