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**Article**

## Editorial: Management aspects in Slovenia, Poland and Hungary

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## **Editorial - Management aspects in Slovenia, Poland and Hungary**

This issue includes three articles on very different management topics: on Human Resource Management, on diffusion of best practices and on modernising management practices. Among others this also shows how broad the issues are when we deal with management in transition and how different perspectives can be and should be in order to grasp the field in an appropriate manner.

Sonia Ferencikova tries to measure the impact of foreign investors' human resource management practices on local companies and their environment. With the results of her survey she identifies key problems in the human resource function in FDI-invested companies in Slovakia, and to describe the strategies that companies use to handle these problems. According to her analysis the factors “implementation of modern HRM practices”, “investments in training and development of the local labour force”, and “appropriate financial compensation, with motivational tools primarily based on results and performance” are of major importance for involving people in the management of their own companies and changing them from a passive audience into drivers for change.

Charles Malone and R. David Kirk's study is concerned with organisational re-design in former state owned enterprises in Poland as a consequence of the transition to a market economy. Based on an institutional framework following Tolbert and Zucker (1997) their findings indicate that the pace of progression tended to be industrially specific, with some groups more sophisticated than others. The authors point out the need for a longitudinal study of the institutionalisation process taking place within organisations requiring close observation of and interaction with organisation members.

Csaba Makó and Marc Ellingstad deal with the role of Foreign Direct Investment (FDI) in connection with the globalisation process. According to the authors two sets of changes are taking place worldwide. First the increasingly common expectations of investors, managers, and even consumers in countries and regions with widely varied economic and cultural histories as a result of FDI and second as the reaction to the first change, the religion of uniform global capitalism is being questioned and challenged. The paper of Makó and Ellingstad is aimed to provide perspectives on various possibilities and limitations of FDI to serve as the engine of modernisation in the Hungarian economy.

The forum this time deals with organisational and societal culture as well as cultural development. The first two articles address cultural norms and contrasts within business collaboration between Czech Republic, Austria and Germany

respectively Czech Republic and Germany. The third forum-article deals with intercultural training as a culture specific interaction process. All contributors show that culture does matter within international and interfirm collaboration and that neglecting cultural differences could lead to problems.

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