

Purcarea, Irina; Ferreira, João J.

## Article Editorial

The International Journal of Management Science and Information Technology (IJMSIT)

### **Provided in Cooperation with:**

North American Institute of Science and Information Technology (NAISIT), Toronto

*Suggested Citation:* Purcarea, Irina; Ferreira, João J. (2013) : Editorial, The International Journal of Management Science and Information Technology (IJMSIT), ISSN 1923-0273, NAISIT Publishers, Toronto, Iss. 10-(Dec), pp. 1-3

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An official publication of The North American  
Institute of Science and Information Technology

ISSN:1923-0265

**INTERNATIONAL JOURNAL OF**

# **Management Science and Information Technology**



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This is one paper of  
The International Journal of Management Science and  
Information Technology (IJMSIT)  
Special Issue: knowledge strategies, decision making and  
IT in emergent economies - Vol II

## EDITORIAL

### **From the Guest Editors: knowledge strategies, decision making and information technology in emergent economies**

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In recent years, the international business arena has witnessed the emergence, growth and dominance of a large number of firms from the emerging economies. Managing knowledge can contribute in what concerns the creation of sustainable competitive advantage for today's competitive and globalized business world.

No matter if we refer to developed or emergent economies, enhancing quality through knowledge represents now the key to ensure the success of the economy (Haller, 2011). Multinationals from developed economies are now working on developing an "open innovation" model in order to source innovations from outside the firm, including from emerging economies such as those in Asia (Li & Kozhikode, 2009). Emerging economies are therefore urged to develop their own innovative capabilities and move from a process to a product focus and from imitation to innovation. Different studies addressed the issue of catching up of latecomer firms in emerging economies from the perspective of the firm level heterogeneities in the catching up process in the technological domain, and the sustainability issue of the catching up (Li & Kozhikode, 2008). The findings reveal that firms in emerging economies have to invest in their own internal technological competence in order to make the transition from imitation to innovation. At the same time, emerging economy latecomer firms might consider expanding to other emerging economies with similar institutional infrastructure as their own.

Regarding the exports dimension, for emergent economies to obtain significant incomes from exports, they should make a high specificity offer that should integrate a high degree of knowledge. In what concerns criteria used in offshore decision in emergent economies, recent studies showed that multinational firms nowadays choose offshoring countries for strategic reasons, such as market potential, rather than for cost minimization aims (Fel&Griette, 2010). At the same time, international firms with large offshoring experience tend to develop a specific methodology for analysis and risk-prevention related to emerging countries.

This Special Issue provides a collection of seventeen papers divided in two volumes and it undertakes a rather interdisciplinary approach, with a clear focus on knowledge management and strategies, entrepreneurship and information technology.

The paper "Validation of a quality assessment tool for insurance services in business-to-business marketing", co-authored by Nicolae Al. Pop and Carmen Petrisoia, offers a perspective on the Romanian insurance market, by addressing the validation of a set of assessment tools advocating for the systematic use of such assessment tools in the insurance industry in order to properly adapt the insurers' offer to the actual requirements of companies in this field. Many of the papers included in the special issue are strongly related to the organizational behavior field, where we find key words such as



organizational characteristics, social competence, or organizational citizenship behaviour. One of the papers approaches the topic of organizational characteristics and social competence, enquiring whether there are differences within social competences connected with co-operational skills based on the characteristics of organizations. The paper entitled “Organizational Characteristics and Social Competences: Are there differences within social competences connected with co-operational skills based on the characteristics of organizations”, co-authored by Zoltán GAÁL, Lajos SZABÓ, and Anikó CSEPREGI has the objective to reveal the competences these middle managers find important for knowledge sharing and to discover the characteristics that result in differences within the revealed competence groups.

Higher education is the main area of focus for two papers of this Special Issue. The social entrepreneurship concept is discussed in the paper “Towards a Conceptualization of Social Entrepreneurship in Higher Education”, co-authored by Carmen Paunescu, Denisa Sragan and Ramona Cantaragiu, by investigating the multiple meanings and conceptualizations of social entrepreneurship in nonprofit, business and higher education sector. Both the characteristics of university social entrepreneurship and the driving forces that determine the social entrepreneurial behavior of academic community members are discussed along with addressing the links between social responsibility and social entrepreneurship in higher education. Employee’s personal branding is analyzed from a managerial perspective in the Raluca Vosloban’s paper “Employee’s personal branding as a competitive advantage – a managerial approach” by pointing several directions on how the managers see the construction of the employee’s personal brand and its relevance on the emerging markets.

Another paper addresses foreign ownership impact on the Romanian manufacturing sector, by investigating the relation between foreign ownership and manufacturing firm performance. The study that the paper “The impact of foreign ownership on the performance of Romanian manufacturing firms”, co –authored by Iuliana Oana Mihai and Cosmin Mihai, is based on was conducted on a sample of 261 companies listed on Bucharest Stock Exchange.

The issue of knowledge risks in an entrepreneurial environment is discussed in the paper “Managing Knowledge Risks in an Intrapreneurial Environment”, co authored by Adrian Dumitru Tantau and Eliza Laura Paicu (Coras), by providing a structured framework of knowledge risks, based on relevant literature and results of semi-structured interviews conducted with middle managers inside ten banking institutions. The paper also investigates the relationship between knowledge risks and entrepreneurial skills of employees working in a bank, seeking to answer the question whether effective management of knowledge risks boosts the entrepreneurial skills of employees working in a bank, thus fostering intrapreneurship.

Consumer behaviour is another topic approached in two of the papers included in the Special Issue. The paper entitled “Impulsive buying behaviour depending on gender”, co-authored by Nicolae Istudor and Corina Pelau, presents several aspects of the Romanian consumer behaviour, depending on age and gender. Different patterns of consumer behaviour, the social and emotional behaviour, the impulsive buying behaviour and the attitude of the consumer towards this type of behaviour are analyzed in this paper. Entrepreneurship is once again addressed in the paper “Encouraging and supporting entrepreneurial orientation in rural areas. Evidence from Romania”, written by Gheorghe Militaru with a special emphasis on the rural areas. The study the paper is based on attempts to identify and analyze the favouring and the inhibiting factors for the development of rural entrepreneurship

The paper “Sustainable knowledge based organization from an international perspective”, authored by Ramona Leon, focuses on identifying the characteristics of a sustainable knowledge based organization from both theoretical and specialized perspective.

The paper “The Clash of Business Models in Emerging Economies: The Case of Wind Energy Industry in Africa”, co-authored by Derek Campbell, Mike Danilovic, Fawzi Halila and Maya Hoveskog, focuses on enterprises in emergent economies’ need to rethink and innovate their business models in order to succeed. The paper seeks to enhance understanding of the drivers of business model innovation (BMI) in EE, particularly in the wind energy industry.

The paper International classification of accounting systems and effects of IFRS effects, co-authored by Irena Jindrichovska and Dana Kubickova, sets to explore the impact of new International Financial Reporting Standards (IFRS) reporting rules on corporate financial statements and financial ratios in comparison with their local counterparts in selected European countries. The paper reveals that that the research in different countries on Europe comes to different results and the impact of IFRS is not homogeneous due to different countries background and different socio-cultural traditions.

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