

## Editorial

*Dear reader!*

What you have in hand here is the first issue of the new, re-shaped Journal for East European Management Studies (JEEMS)!

Since our journal is now an established one, the editorial board decided in its meeting in spring 2003 on a new orientation of the journal. This includes first of all a stronger focus on scientific papers and empirical research in our main field: social science based organisation and management studies in CEE countries. It means secondly a further enhancement of the quality of articles. Both aims should be reached by new guidelines and an orientation of the journal's structure and reviewing procedures according to international standards. As you will see, we have now a section with reviewed articles in English, and another section with research notes.

Another change is the board structure, where we also follow international standards. The small editorial committee will be supported by advisory board doing the main editorial work. We asked a few colleagues who have supported JEEMS in the early years to become members of our new honorary board. The former group of corresponding members has been transformed into an editorial board that will support us as before by reviewing incoming papers and providing us with information and news from the target countries of our journal.

Here we welcome Karoly Balaton and Peter Wald as members of this new editorial board.

At the same time we thank our colleague and former board member Claus Morgenstern, and our colleagues Manfred Becker, Janko Belak, Michael Gaitanides, Gheorghe Ionescu, J. Liouville, Peter Pawlowsky and Gerhard Schöwidauer for their support as corresponding members in the last years, which they, unfortunately, will not continue.

This first issue of the "new" JEEMS includes four reviewed articles.

The first article from Snejina Michailova and Kenneth Husted deals with the more centralised decision making processes in Russian firms, which are seen hostile to knowledge sharing processes. On the basis of 53 interviews in 25 Russian companies over the last six years, this paper analyses the interface between different dimensions of knowledge sharing hostility and the critical consequences for strategic decision making.

The focus of the second paper of Ruth Alas and Maaja Vadi is on the impact of organisational culture on attitudes towards change in post-soviet organisations. Nine hundred and six employees from Estonian companies were studied in order to explore how task-orientation and relationship-orientation of

organisational culture influence attitudes towards the process of organisational change among employees in post-socialist organisations.

The third article by Sarah Dixon is, again, on Russia. Based on a meta model, derived from the strategic management literature, the author provides an eclectic and structured empirical analysis of the globalisation potential of the Russian oil industry and the implications for the international oil industry.

Last but not least, Gerhard Fink and Sylvia Meierewert are looking for time-related behaviours of CEE managers as seen by Austrian managers. In 339 interviews they identify 449 time-related and culturally determined critical incidents, which allow to distinguish the more harmony seeking, collectively oriented behaviours of CEE managers from those in Western Europe.

I hope you will enjoy reading the articles of this new JEEMS!

*Rainhart Lang (Editor-in-chief)*

In JEEMS 2003, issue 4, a considerable mistake occurred regarding the article

*“The political networking challenge to business leadership in Bulgaria”*

written by Elena A. Iankova and Snejina Michailova.

By accident, the order of authors was given incorrectly. **It is to state here that Elena A. Iankova is the first author of this article and Snejina Michailova second.** We apologise for this mistake!