

**Conference Report**  
**Romanian Scientific Management Society**  
***Challenges, Performances and Tendencies in the  
 Organisation Management***  
**June 22th – 24th, 2014**  
**Puflene Resort, Murighiol, Tulcea County, Romania**

From the 22nd to the 24th of June 2014 the Romanian Scientific Management Society (RSMS) hosted the most important conference on international management in Romania. The convention entitled “**Challenges, Performances and Tendencies in the Organisation Management**” took place at Puflene Resort, Murighiol, Tulcea County, Romania.

The conference itself was structured in the following 9 scientific sections:

1. **Foresight capabilities and strategic intelligence** - chaired by Prof. Phd. Ziauddin Sardar, Director of Centre for Postnormal Policy and Futures Studies, East West University, Chicago, USA and Prof. Phd. Adrian Curaj, Director of The Executive Unit for Higher Education, Innovation, Research and Development Financing (UEFISCDI), Romania;
2. **Management of change, innovation and quality** - chaired by Prof. Phd. Norbert Grunwald, Wismar University of Technology, Germany and Prof. Phd. Constantin Oprean, President of “Lucian Blaga” University of Sibiu, Romania;
3. **Knowledge-based organisation and intellectual capital** - chaired by Prof. Phd. Lajos Szabo, from Pannonia University, Hungary and Prof. Phd. Constantin Bratianu, from Bucharest University of Economic Studies, Romania;
4. **Leadership and human resource management** - chaired by Prof. Phd. Mihai Bocarnea, from Regent University, USA and Assoc. Prof. Phd. Marian Nastase from Bucharest University of Economic Studies, Romania;
5. **Entrepreneurship, SMEs and social enterprise** - chaired by Prof. Phd. Lester Lloyd Reason, from Anglia-Ruskin University of Cambridge, UK and Prof. Phd. Ovidiu Nicolescu, from Bucharest University of Economic Studies, Romania;
- 6 **Sustainable development and business sustainability** - chaired by Prof. Phd. Zbigniew Bochniarz, from University of Washington, USA and Prof. Phd. Dan Candea, from Technical University of Cluj-Napoca, Romania;
7. **University governance and management** - chaired by Prof. Phd. Victoria Seitz, from California State University, USA, Prof. Phd. Martin Henson, from

University of Essex, UK and Prof. Phd. Dumitru Miron, from Bucharest University of Economic Studies, Romania;

**8. International management and cultural diversity** - chaired by Prof. Phd. Blandine Vanderlinden, from Institut Catholique des Hautes Etudes Commerciales, Brussels, Belgium, Prof. Phd. Maria Delivanis, from University of Thessaloniki, Greece and Prof. Phd. Ion Stegaroiu, from “Valahia” University of Targoviste, Romania;

**9. Information and documents management** - chaired by Prof. Phd. Soulla Louca, University of Nicosia, Cyprus and Prof. Phd. Doina Banciu, from “Lucian Blaga” University of Sibiu, Romania;

To start off the conference, an opening plenary session was held in which more than 140 management specialists and professors from 24 countries participated. In this session two highly scientific and also pragmatic communiqués were presented by the keynote speakers of the conference Mrs. Mariana Gheorghe, CEO of Petrom, on her part the eighth most powerful woman in the world in 2013 according to the “Fortune” magazine evaluation and Prof. em. Dr. Dr. h.c. Hanns Pichler – President of the Austrian Institute for Small Business Research; University of Economics & Business, Vienna, Austria.

In addition to the above, the following scientist also gave presentations as part of the opening plenary session: Prof. Phd. Ovidiu Nicolescu, President of RSMS, Romania; Anca Ionescu, state secretary in the Ministry of the Economy, Romania, Prof. Phd. Lars Hulgard, President of EMES Network, Professor at Roskilde University, Denmark, Prof. Phd. Pavel Nastase, Rector of the Bucharest University of Economic Studies, Romania, Prof. Phd. Ziauddin Sardar, Director of Centre for Postnormal Policy and Futures Studies, East West University, Chicago, USA.

During the course of the three day conference 98 scientific papers were presented. Furthermore, the convention was used as a stage to launch the fifth edition of the “Romanian Management Assessment” study which was designed by the RSMS in partnership with National Council of Private SMEs in Romania (CNIPMMR – Romania).

Rounding off the conference, at the closing plenary session scientific and pragmatic conclusions of each of the sections were presented, which gave way to the forming of 100 highly innovative and significant ideas in relation to management development in times of transition to a knowledge based economy.

In order to foster informal relationships between participants, the conference also provided a set of recreational activities. These were namely: a performance of the “Baladele Deltei” Assembly from Tulcea County, Romania, a wine tasting session under guidance of a professional sommelier at high-class Romanian vineyard COTNARI, a camp fire barbeque dinner at the Puflene Resort, Roma-

nia as well as a closing banquet accompanied by artistic performance of the “Is-trate Family” assembly.

Based on the success of the first RSMS International Management Conference, the RSMS management board has decided to propose the **organization of a similar scientific event in Romania in 2016**.



## Conference Report

### 1st Academy of International Business Central and Eastern European Chapter (AIB-CEE)

#### *Competitiveness of the CEE Region in the Global Economy*

October 9<sup>th</sup> – 11<sup>th</sup>, 2014

Corvinus University of Budapest, Hungary

*Erzsebet Czako*, Program Chair of the Conference, Corvinus University of Budapest, Hungary

*Łukasz Puślecki*, Chair of AIB-CEE Chapter, Faculty of International Business and Economics, Poznan University of Economics, Poland

*Piotr Trąpczyński*, Vice-Chair of AIB-CEE, Faculty of International Business and Economics, Poznan University of Economics, Poland

*Michał Staszków*, Vice-Chair of AIB-CEE, Faculty of International Business and Economics, Poznan University of Economics, Poland

#### 1. Conference and organizers

The 1st Academy of International Business Central and Eastern European Chapter (AIB-CEE) Annual Conference “*Competitiveness of the CEE Region in the Global Economy*” took place on October 9-11, 2014 at the Corvinus University of Budapest in Hungary. The aim of the conference was to provide a platform and opportunity for:

- discussing International Business and Competitiveness research findings on Central and Eastern European business and management practices, firms, industries and countries
- meeting and learning insights of internationally recognized scholars with long lasting international research credits on the CEE region
- networking to build research and academic collaborations
- developing skills in and supporting paper publication.

The Academy of International Business Central and East European (AIB-CEE) Chapter and the Competitiveness Research Centre (CRC) of the Corvinus Uni-

versity of Budapest joined efforts to organize this first international conference, which was at the same time the 2<sup>nd</sup> international working conference on competitiveness research of CRC.

The **Academy of International Business (AIB)** is the leading global community of scholars for the creation and dissemination of knowledge about international business and policy issues. The AIB transcends the boundaries of single academic disciplines and managerial functions to enhance business education and practice. The objectives of the Academy of International Business, as set forth in its constitution, are to foster education and advance professional standards in the field of international business.

The AIB was founded in 1959, and had 3314 members in 87 different countries around the world in February, 2014. Members include scholars from the leading global academic institutions as well consultants, researchers, government and NGO representatives. The Academy also has seventeen chapters established around the world to facilitate networking as well as the facilitation and exchange of knowledge at a more local level.

The **AIB-CEE Chapter** was founded in 2013. During the 2013 Annual Meeting of the Academy of International Business in Istanbul (Turkey) on 3-6 July 2013, its Executive Board approved the petition to establish the Central and Eastern European Chapter (AIB-CEE). The new Chapter Board is composed of scholars from Slovenia, Estonia, Hungary and Poland. The Chapter establishment project has received the support of such organisations as CEEMAN, Corvinus University of Budapest (Hungary), University of Ljubljana (Slovenia), University of Tartu (Estonia) or the Poznan University of Economics (Poland). The Chapter covers 19 countries from the CEE region.

The first event of AIB-CEE was the seminar „*Challenges for International Business and Teaching in the CEE region - Towards an Integrative Perspective*” which took place on 24 January 2014 at the Poznań University of Economics (Poland). The seminar gathered almost 100 scholars and business representatives from altogether 10 countries. The purpose of the event was to involve top CEE scholars and managers in a common discussion to elaborate on a shared perspective of key challenges in IB scholarship related to the CEE region, in order to outline a research program for future projects.

The overarching purpose of AIB-CEE is to foster the cooperation amongst scholars and specialists from Central and Eastern Europe in regard to conducting joint research, disseminating research outcomes and improving international business education standards. This purpose is to be realized, *inter alia*, through the organization of regional conferences, seminars and the initiation of international research projects.

## 2. Opening Plenary Session

The 1<sup>st</sup> AIB-CEE conference was opened by Prof. Erzsebet Czako, Program Chair of the Conference, Corvinus University of Budapest, Hungary. The welcome speeches were given also by Prof. Zita Zoltay-Paprika, Dean of Faculty of Business Administration, Corvinus University of Budapest, Dr. Lukasz Puslecki, AIB-CEE Chapter Chair and Prof. Robert Grosse, Immediate Past AIB President.

The below mentioned Keynote Speakers were invited to have presentations during plenary sessions:

- **Marjan Svetlicic**, University of Ljubljana, Slovenia, *Crises, Globalization and Academics*
- **Krzysztof Obloj**, University of Warsaw, Advisor to the President of Poland, Poland, *IB and Polish Economy: Something Old, Something New*
- **Louis Brennan**, Trinity College, Dublin, Ireland, *The Implications for Europe of the Emergence of Southern Multinationals*
- **Svetla Trifonova Marinova**, Aalborg University, Denmark, *Knowledge-Based Network Ties in SME Internationalisation: An Institutional Void and Cultural Perspective*
- **Arnold Schuh**, Competence Center for CEE, Vienna University of Economics and Business, Austria, *Current Roles and Future Perspectives for CEE-Headquarters*
- **Eszter Szabó**, GE Holdings (Hungary) Ltd., Hungary, *“Vaci Street answer to it” – Prosper Locally, Compete Globally*
- **Andrei Panibratov**, St. Petersburg State University, Russia, *Competitive Advantages of Russian Multinationals and the Role of Government*
- **Marin Marinov**, University of Gloucestershire, United Kingdom, *Conditions and Run through the Internationalization of Central and Eastern European Firms*

## 3. Tracks

The conference papers and presentations were divided into following tracks:

Track	Sessions	Papers	Out of them competitive
1 MNEs and their Subsidiaries in the CEE Region – Andreja Jaklic	2	9	4
2 Internationalization of SMEs and Born Globals – Tiia Vissak	3	12	6
3 A New Level of Analysis: Global Value Chains in the CEE Region – Andrea Gelei	1	4	0
4 International Management and HRM – Jozsef Poor	2	9	4

5 Competitiveness of the CEE Region its Countries, Industries and Firms – Piotr Trapczynski	4	19	6
6 Teaching IB and International Management: Experiences and Challenges – Mirosław Jarosiński	1	3	3
7 Networking session – Michał Zdrziarski	1 (Plenary type)	3	0

**Contributors:** 105 academics from 22 countries, **Participants:** 85 academics

**Accepted papers:** 59; out of them 24 competitive and 35 discussion

**Presented papers:** 57 (in the Book of Abstracts)

**Research Cooperation Activities:** 2 joint research proposal presented as well as Young AIB-CEE initiative

Source: own elaboration

#### 4. Meet the Editors Session

The aim of this session was to allow regional IB journals to promote themselves among IB scholars from the CEE region and beyond, and allow scholars to find out more about the journals' profiles and requirements. The format of the session included journal presentations and discussion on important issues regarding publications of IB papers in the region. We are convinced that this session added a lot of value to the first AIB-CEE Conference and may be permanently placed in the agenda of AIB-CEE future events.

The following Journals were presented by **7 editors**:

- *Journal of East-West Business* - Desislava Dikova
- *Journal of Eastern European Management Studies* - Thomas Steger
- *Entrepreneurial Business and Economics Review* - Krzysztof Wach
- *Journal of Management and Financial Sciences* - Mirosław Jarosiński
- *Managing Global Transitions / Management* - Alen Ježovnik
- *Society and Economy* - László Trautmann
- *Theory, Methodology, Practice* - Zoltan Bartha

Another part of this session were the presentations devoted to *"Writing Good Paper & Good Reviews"*:

- *"What should a good paper look like?"* by Desislava Dikova
- *"What is a good paper review from the perspective of an Editor?"* by Thomas Steger
- *"Good author practices in publishing"* by Krzysztof Wach, Mirosław Jarosiński

The final point of the "Meet the Editors Session" was the discussion: *"Upcoming research agenda for the CEE"* (topics, methods, approaches) which was very well received by audience of the conference.

### 5. Best Review and Best Paper Award Ceremony

The work of reviewers were an integral part of the conference. Their contributions are highly appreciated. Hopefully their feedbacks can facilitate the authors in their paper development. For acknowledging their contributions the AIB-CEE Chapter 2014 Track Chairs nominated **outstanding reviewers**:

- Zoltan Bakonyi Corvinus University of Budapest
- Pawel Capik Keele Management School, Keele University
- Imola Jozsa, Szent Istvan University
- Wioletta Mierzejewska, Warsaw School of Economics
- Witold Nowinski, Wyższa Szkoła Bankowa w Poznaniu (Poznan School of Banking)
- Matevz Raskovic, University of Ljubljana, Faculty of Economics
- Malgorzata Szalucka, Nicolaus Copernicus University
- Dorisz Talas, University of Debrecen Faculty of Applied Economics and Rural Development
- Krzysztof Wach, Cracow University of Economics

### Acknowledgement for the Outstanding Papers

Altogether **59 papers** were accepted for the very 1st AIB-CEE Chapter conference that is a success. The sessions provided great opportunity to have thought provoking and inspiring discussions on the presented papers. The AIB-CEE Chapter 2014 Track Chairs nominated following outstanding papers:

- Magdolna Sass, Eric Rugraff: Voting for Staying. Why didn't the Foreign-Owned Automotive Component Suppliers Relocate their Activity from Hungary to Lower-Wage Countries as a Response to the Economic Crisis? Track 1
- Rafal Sliwinski, Magdalena Sliwinska: Growth and internationalization of fast growing firms. Track 2
- Tobias Dauth, Agata Tomczak: Internationalization of top management teams: A comprehensive analysis of Polish stock-listed firms Track 4
- Anita Pelle, Marcell Végh Zoltán: Attracting intellectual capital: how has the crisis changed the positions of EU member states? Track 5
- Áron Perényi: Growth potential in the context of the profit-growth nexus – a proxy of industrial cluster competitiveness. Track 5
- Łukasz Puślecki, Piotr Trąpczyński, Michał Staszków: Emerging advanced topics in an advanced emerging market? International Business Research in Poland in the period 1990-2014. Track 6

### 6. Next AIB-CEE Chapter Events

Academy of International Business Central and Eastern European Chapter (AIB-CEE) is planning the following events in 2015:

- 2<sup>nd</sup> AIB-CEE Winter Seminar, *Challenges for international business scholarship and teaching in the CEE region - **Changing character in***

**CEE: Old and new challenges in CEEC, January 9-10th, 2015 Ljubljana, Slovenia** organized by the Centre of International Relations, Faculty of Social Sciences; University of Ljubljana and AIB-CEE Chapter;

- 2<sup>nd</sup> AIB-CEE Annual Conference in **September 2015** organized by Warsaw School of Economics and AIB-CEE Chapter, **Warsaw, Poland**.

For more details please visit AIB-CEE Chapter website: [http://ue.poznan.pl/AIB\\_CEE/](http://ue.poznan.pl/AIB_CEE/)

*Łukasz Puślecki (Poznan University of Economics)*



## Call for Papers

### IARCEES Annual Conference 2015

#### *Memories and Identities in Central and Eastern Europe*

**Submission deadline: November 14, 2014**

The conference is organized by the Department of Russian and Slavonic Studies, the Center for European Studies, the Trinity Long Room Hub, and the Irish Association for Russian, Central and East European Studies.

The categories ‘memory’ and ‘identity’ have enjoyed significant scholarly attention in the past few decades. The upsurge of interest in memory and identity studies has affected a wide range of disciplines, including history, cultural studies, sociology, political science, and so on, and has inspired academic ventures of a truly interdisciplinary character. The ‘memory boom’ in the humanities triggered the burgeoning of collaborative research projects, and resulted in numerous publications on the subject. Memories of traumatic events of the recent past—the Holocaust, World War II and Stalinist terror—and their impact on the transformation of individual as well as collective identities have been in the limelight of research, especially since the collapse of communist regimes in Central and Eastern Europe. Still, there are many possible ways for raising new questions, and there are several themes that could be explored further, including memories of normality and their impact on the shaping of identities; the influence of postcolonial criticism on memory/identity studies; the transnational circulation of narratives; or the ramifications of the transformation of memory studies.

The main aim of the conference is to contribute to the growth of the field by opening up new avenues of research and encouraging further academic collabo-

ration. The conference hopes to provide a forum where both established academics and young scholars would have the opportunity to present the results of their research. While all paper proposals will be considered, the organisers would like to encourage applicants to address one—or more—of the more specific themes listed below:

- The changing contours of memory, and memory/identity studies since the collapse of communism. Plurality, hybridity and contestation.
- The politics of memory in post-communist(?) Eastern Europe: institutions and practices of mastering the past.
- The impact of EU integration and the recent Euro-crisis on identity formation and memory politics.
- Memories of normality and everyday life. The polarization of ‘everyday memories’ (nostalgia, oppression, deprivation, etc.) after the dissolution of authoritarian regimes (empires, totalitarian regimes, etc.).
- Shifting memories and transforming identities in early modern Central and Eastern Europe. Religion, imperial expansion (Ottoman, Habsburg, German, Russian), and the origins of national identities.
- Memories of modernity. Modernisation, empire and identity in 19th century Central and Eastern Europe.
- The linkages between ethnic memories and (minority) identities.
- Postcolonial narratives of memory and identity in Central and East European literature and art.
- The transnational circulation of memories/identity narratives.
- Reflections and approaches to memory and identity in psychology and psychiatry.

Researchers from all related disciplines are invited to apply. The organisers are committed to ensure the interdisciplinary character of the event therefore, every attempt will be made to maintain a balanced representation of different disciplines. IARCEES members and academics from the countries of Central and Eastern Europe are particularly encouraged to apply. It is envisaged that a selection of the best papers will be published, either as an edited volume, or as a special issue of the *Irish Slavonic Studies*.

The deadline for the submission of proposals is 14 November 2014. The maximum length of the proposals is 400 words.

Please send your proposals to: [iarcees.2015@gmail.com](mailto:iarcees.2015@gmail.com)

For further information please contact Dr Balázs Apor at [aporb@tcd.ie](mailto:aporb@tcd.ie)

Please note that IARCEES members, located in Ireland, may submit proposals that are not related to the conference theme. They will be given the opportunity to present their research in the framework of separate panels.

## Call for Papers

### Organizacija

#### *Employee Share Option Programs and Employee-Owned Companies in Central and Eastern Europe*

**Submission deadline: December 15, 2014**

The academic literature on employee share option programs (ESOP) and employee-owned companies (EOC) in Central and Eastern Europe (CEE) is characterized by at least two omissions. First, there is a remarkable silence about the relationship between EOC and ESOPs in CEE countries—with some exceptions that prove the rule (Mygind 2012)—though ESOP has been widely used as an instrument of mass privatization in several CEE countries and has led to majority employee share ownership (ESO) in a large number of firms (Aghion & Blanchard 1998). This neglect reminds us of the fact that despite close topical, theoretical, and empirical associations, the phenomena of EOC and ESOP have scarcely been discussed together in the academic discourse at all (Dow 2003). Ironically, while the EOC literature stresses some rather negative aspects of the specific employee ownership form, such as the degenerative tendencies and a principally limited viability of EOCs, the ESOP literature mainly propagates the positive aspects of ESO, such as the positive effects on identification with the firm or productivity gains.

Second, the academic discussion on the role of ESOPs and EOCs in the transformation process in CEE countries is rather disconnected from the long standing discourse about the potentially emancipatory role of ESOPs and EOCs in the Western world (Backhaus 1979). Moreover, there are hardly any references to the previously prominent debate about ‘labor-managed-firms’ in either ‘labor-managed’ or ‘mixed’ economies, which had had a very strong theoretical basis in terms of the “Illyrian Firm” (Ward 1958; Vanek 1970; Meade 1972) or the “pure rental firm” (Jensen & Meckling 1979) despite reflecting “some degree of ideological commitment” (Hansmann 1996: 7) during the Cold War. Moreover, the implications of the rather sharp and fast decline of ESO and EOCs in the CEE countries following privatization have not yet been systematically reflected in the Western literature (Kalmi 2003).

Thus, our current understanding of ESOPs and EOCs in CEE is not only limited by the lack of coherent empirical data, but also by the lack of a connection to the strong theoretical tradition, and by the lack of studies that compare the experiences made in CEE with the experiences made in Western countries. However, if one is interested in developing and experimenting with some alternative forms of organizing, with different forms of material and immaterial employee participation, and with democratic governance structures, the experiences with ESOPs

and EOCs in the CEE countries can be analyzed more rigorously, thereby connecting them more strongly with the Western discourse and tradition.

Against this background, *Organizacija* aims to publish a Special Issue on ESOP and EOC in CEE. The aims of this Special Issue are (a) to advance our knowledge on the structures and processes at the individual, organizational, and societal levels that are germane to participatory types of organization; (b) to draw lessons from the CEE experiences for the western regions; and (c) to learn about the behavior of participatory types of organization and of individuals in such organizations in different institutional settings. For this purpose, we are looking for theoretical and empirical contributions from economics, history, industrial relations, management studies, political science, and sociology, amongst others.

We welcome both theory-based empirical studies grounded in any methodological tradition (qualitative as well as quantitative), and conceptual contributions that focus on micro, meso or macro levels of analysis. Moreover, we encourage both studies that extend current theories and those questioning or even disconfirming taken-for-granted beliefs about participatory types of organization on theoretical or empirical grounds. Papers may include, but are not limited to, the following topics:

- The influence of public discourse about EOCs and matters pertaining to the political legitimacy of privatization on the emergence and development of EOCs
- Traces of the Illyrian Firm or pure rental firm in a setting of free markets, private ownership, and political democracy
- Specific country studies and comparative studies on institutional conditions for EOCs in CEE countries and their outcomes with respect to the viability of EOC
- The influence of specific contexts of corporate governance in CEE countries on the ownership and control of EOCs
- The influence of industrial relations in the CEE context on the viability of EOCs in CEE and the influence of EOCs on industrial relations practices
- Efficiency and effectiveness of EOCs in CEE
- The influence of different (countries') experiences with worker's self-management on the viability of EOCs after privatization
- Comparative case-studies about the emergence of EOC during privatization and their development depending on institutional context, participatory culture, experiences with worker's self-management and individual ownership rights
- Transfer of EOC & ESOP models from West to East and vice versa; adaptation of models and learning barriers between East and West
- Comparative studies about EOC as a privatization instrument in East and West
- History, development, distribution, and outcomes of ESOP in CEE

- The impact of ESOP on the viability of EOCs in CEE

## Procedures

The following deadlines have to be observed:

- 15<sup>th</sup> December 2014: Submission of abstracts (maximum 1000 words) to the guest editors (thomas.steger@ur.de or olaf.kranz@wiwi.uni-regensburg.de)
- 31<sup>st</sup> January 2015: Invitations to submit full papers sent out
- 31<sup>st</sup> May 2015: Submission of full papers (according to the journal's guidelines <http://www.degruyter.com/view/j/orga>, maximum 8000 words)
- 30<sup>th</sup> September 2015: Feedback to authors
- 31<sup>st</sup> December 2015: Submission of full papers with revisions
- 2016: Journal volume to be published

Any further questions may be addressed to the guest editors:

Thomas Steger / Olaf Kranz

Department of Leadership and Organization, University of Regensburg

## References

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## Call for Papers

### Thunderbird International Business Review

#### *The impact of foreign direct investments (FDI) from market economies to centrally planned countries*

**Submission deadline: December 31, 2014**

#### **Guest Editors:**

Pervez N. Ghauri, King's College, UK

Byung Il Park, Hankuk University of Foreign Studies, South Korea

#### **Purpose and Research topics:**

Despite the recent economic slump and subsequent reductions and fluctuations of investment activities undertaken by multinational enterprises (MNEs) in host markets, the overall volume of foreign direct investment (FDI) has significantly grown over the last three decades. The major proportion of the FDI flows from market economies to centrally planned countries with the latter currently receiving huge amounts of inward FDI from the West. A representative example of this flow is China. China is often referred to as the factory of the world and/or the black hole of inward FDI. According to UNCTAD (2001, 2011), the recorded figure for 2010 revealed a more than doubling in the increase of China's inward FDI (i.e., US\$105.7 billion) since the year 2000 (US\$40.7 billion). The same information also reveals that inward FDI in Vietnam dramatically increased from an annual average of US\$651 million between 1989 and 1994 to US\$ 2.1 billion in 2000 and US\$8.2 billion in 2010.

A more direct example that clearly demonstrates the interaction between market and centrally planned economies is the Korean case. Based on mutual agreements between South (market) and North (centrally planned) Korean governments, South Korea established an industrial complex through FDI in Gaesung, North Korea. A number of South Korean MNEs participated in the project in order to exploit their capital and technology in combination with North Korea's cheap labor force. As of March 2012, South Korean MNEs invested in a wide range of industrial sectors, such as textile, chemical, machinery, metal engineering, electricity & gas, electronics, food products, paper & wood, ceramics and so on. Since its establishment in 2008, the stock of production exceeded US\$1 billion in September 2010 and approximately 50,000 North Koreans were employed as of January 2012 (EncyKorea, 2013). As the first industrial complex inaugurated jointly by South and North Korea, it has been a mutually beneficial contribution to political reconciliation, economic development, economical collaboration and cultural exchange.

However, we do not know enough that what impact this cooperation between market and centrally planned economies has had on the political, economic development, social and cultural areas. In this regard, the aim of this special issue is to bring together theoretical and empirical advancements examining the impact of FDI from disparate economies. We seek both theoretical and empirical papers that may address, but are not limited to, the following list of potential research questions:

- Does FDI from market economies trigger economic growth in centrally planned countries? How does FDI from the former economies function as a vehicle to enhance economic development in the latter?
- Who obtains more benefits from FDI between market and centrally planned economies?
- Is the impact of FDI different in different centrally planned economies and are there different patterns of economic development?
- What are the key factors promoting positive spillover effects of FDI in centrally planned economies?
- What are the primary conditions that inhibit the negative economic development outcomes from inward FDI in these countries?
- How do Western MNEs contribute to social evolution, particularly in centrally planned countries?
- What is the effect of profit remittance by Western MNEs on these economies? What encourages Western MNEs to re-invest profits in these markets?
- Does foreign investment induce political transitions and institutional changes in centrally planned countries?
- What is the extent to which Western MNEs influence cultural evolution in these countries?
- Are market economies influenced by outward investments into centrally planned countries?
- Does the economic cooperation between market and centrally planned economies affect national / country of origin image?

### **Submission Instructions:**

The deadline for submissions is December 31, 2014. Thunderbird International Business Review, including style guidelines, please visit the Thunderbird International Business Review website at:

<http://tibr.thunderbird.edu/submission>.

All submissions will be subject to the regular double-blind peer review process at the Thunderbird International Business Review. The guest editors are seeking reviewers for this issue and are soliciting nominations and volunteers to participate as reviewers. Please contact the guest editors to volunteer or nominate a reviewer.

### More Information:

To obtain additional information, please contact the guest editors:

Pervez N. Ghauri, King's College London, UK (pervez.ghauri@kcl.ac.uk)

Byung Il Park, Hankuk University of Foreign Studies, South Korea (leedspark@hufs.ac.kr)

### References

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UNCTAD (2011). World investment report: Non-equity modes of international production and development. Geneva: United Nations.



## Call for Papers

### Doctoral Consortium on Emerging Markets

### *5th Strategy Symposium on Emerging Markets*

**Submission deadline: January 15, 2015**

The 5th Strategy Symposium on Emerging Markets will be hosted by the Strategy and Environment Group at the Jesse H. Jones Graduate School of Business, Rice University in Houston on April 23-24, 2015. The purpose of this symposium is to invite a small group of distinguished and active strategy scholars from different schools to share their research on some critical strategy issues related to emerging markets (e.g., BRICS) (For last year's program, see <http://business.rice.edu/2013StrategySymposium/>).

The 2015 Symposium is going to launch its first Doctoral Consortium on Emerging Markets which will be held on Thursday, April 23, 2015. The Doctoral Consortium is intended for PhD students who are doing dissertations on strategic issues of emerging markets and it aims to provide participating students with an opportunity to discuss their papers in small groups with distinguished faculty and peers. There will also be a panel discussion on career management issues. Participating students will be invited to stay for the rest of the Symposium.

### Application Deadline

Interested students should apply no later than January 15, 2015. All applicants will be notified of admission decisions by the end of March 2015.

For admitted students, the Jones Graduate School will cover their travel and lodging expenses including a roundtrip air ticket (up to \$500) and three-night hotel stay (double occupancy).

### **Application Packet**

When submitting your application, the packet must include the following information:

1. Nomination Letter: A signed nomination letter from your dissertation chairperson is required (on letterhead). The letter should verify that the paper you submit to the Consortium is related to or part of your dissertation. The file should be named as follows: LastName-FirstName-Nomination.pdf.
2. Curriculum Vitae: Please submit your current CV and name the file as follows: LastName-FirstName-CV.pdf.
3. Your Paper: The paper must address strategic issues related to emerging markets. The paper should be prepared by following Academy of Management Journal submission guidelines. The file for the paper should be named as follows: LastName-FirstName-Paper.pdf.

Please submit all the required materials to Arania Archoleka (A.Archoleka@rice.edu). If you have questions about the Doctoral Consortium, please contact Professors Haiyang Li (haiyang@rice.edu) or Prashant Kale (Prashant.kale@rice.edu).



## **Call for Papers**

### **9th International Conference in Critical Management Studies**

***The long and winding road of employee ownership - What can we learn from the experiences with Employee Share Ownership and Employee Owned Companies in Central and Eastern Europe before, during, and after transformation?***

**Submission deadline: January 31, 2015**

**Team of convenors:** Olaf Kranz, Mihaela Lambru, Claudia Petrescu, Thomas Steger

The academic literature on ESOP and EOC in CEE is characterized by at least two omissions. First, it remains rather silent about the relationship between EOC

and ESOPs in CEE countries, though ESOP has been widely used as an instrument of mass privatization in several CEE countries and has led to majority employee share ownership (ESO) in a large number of firms. This neglect reminds us of the fact that despite close topical, theoretical, and empirical associations, the phenomena of EOC and ESOP have scarcely been discussed together in the academic discourse at all. Ironically, while the EOC literature stresses the negative aspects of this specific employee ownership form, such as the degenerative tendencies and a limited viability of EOCs, the ESOP literature propagates the positive aspects of ESO, such as identification with the firm or productivity gains.

Second, the academic discussion on the role of ESOPs and EOCs in the transformation process in CEE countries is rather disconnected from the traditional discourse about the emancipatory role of ESOPs and EOCs in the Western world. Moreover, there are hardly any references made to the debate about ‘labor-managed-firms’ in ‘labor-managed’ or ‘mixed’ economies, which had a very strong theoretical basis in terms of the “Illyrian Firm” (B. Ward) or the “pure rental firm” (M.C. Jensen & W.H. Meckling). Ironically, in particular neoliberal scholars have suggested that ESOPs or even EOC could work well as instruments for mass privatization during the economic transformation in CEE. Thus, participatory ways of organizing are utilized by politics and management as a vehicle to transform firms towards the normal corporate form. Moreover, the implications of the rather sharp and fast decline of ESO and EOCs in the CEE countries following privatization has not been systematically reflected in the literature yet.

Thus, our current understanding of ESOPs and EOCs in CEE is limited by a lack of coherent empirical data, by a lacking connection of the experiences in CEE during transformation to the strong theoretical tradition, and by a lack of studies comparing the experiences made in CEE with the experiences made in Western countries. Against this background, the sub-theme aims (a) to advance our knowledge on the structures and processes at the individual, organizational, and societal levels that are germane to participatory types of organization; (b) to draw lessons from the CEE experiences for western countries; and (c) to learn about the behavior of participatory types of organization and of individuals in such organizations in different institutional settings.

For this purpose, we are looking for both theoretical and empirical studies that focus on micro, meso or macro levels of analysis based on qualitative and/or quantitative methods. Contributions may include, but are not limited to, the following topics:

- The influence of public discourse about EOCs and matters pertaining to the political legitimacy of privatization on the emergence and development of EOCs

- Traces of the ‘Illyrian Firm’ or ‘pure rental firm’ in a setting of free markets, private ownership, and political democracy
- Comparative studies on institutional conditions for EOCs in CEE countries and their outcomes with respect to the viability of EOC
- The influence of different (countries’) experiences with worker’s self-management on the viability of EOCs after privatization
- Comparative case-studies about the emergence of EOC during privatization and their development depending on institutional context, participatory culture, experiences with worker’s self-management and individual ownership rights
- Transfer of EOC & ESOP models from West to East and vice versa; adaptation of models and learning barriers between East and West
- Comparative studies about EOC as a privatization instrument in East and West
- History, development, distribution, and outcomes of ESOP in CEE
- The impact of ESOP on the viability of EOCs in CEE.

### Submission Guidelines

Please submit abstracts (maximum 500 words; in .doc or .pdf) by **31th January 2015 via email** to: Olaf Kranz. Abstracts should contain the author(s) name(s), the institution and position as well as e-mail address. Notification of paper acceptance: **28th February 2015**.

For any questions, please feel free to contact Olaf Kranz at [olaf.kranz@wiwi.uni-regensburg.de](mailto:olaf.kranz@wiwi.uni-regensburg.de)



## Call for Papers

### Journal of World Business

#### *Business Group Affiliation and Internationalization of Emerging Market Firms*

**Submission deadline: March 1, 2015**

**Guest Editors:** Ajai Gaur, Jane Lu, Vikas Kumar, Robert Hoskisson

Business groups are prevalent in both developed and emerging markets (Ghemawat & Khanna, 1998) and constitute the dominant organizational form in many emerging markets (Chung & Luo, 2008; Khanna & Rivkin, 2001). Scholars have utilized multiple theoretical perspectives, including institutional economics, sociology and resource-based view to define, characterize and comprehend business groups. Business groups play an important role in emerging markets by

filling institutional voids and creating their own internal capital, labor and product markets (Khanna & Palepu, 2000a). There are important differences between group affiliated and unaffiliated firms in emerging economies, in terms of their underlying resource base and embeddedness in the institutional and social fabric of the local market. To add to this complexity, institutional environments in emerging economies are constantly evolving and thereby impacting strategy, particularly of organizations such as business groups that are highly embedded in the domestic context (Hoskisson, Eden, Lau, & Wright, 2000; Hoskisson, Wright, Filatotchev, & Peng, 2013). Internationalization of business group firms under such tumultuous conditions presents a rich context for advancing internationalization theory and, in particular, contributing to a better understanding of the strategic adaptation of emerging market firms.

The extant literature on business group has primarily focused on how groups as a whole and/or firms affiliated to groups perform in their home countries (e.g. Chacar & Vissa, 2005; Chang, Chung, & Mahmood, 2006; Douma, George, & Kabir, 2006; Khanna & Palepu, 2000a; 2000b; Khanna & Rivkin, 2001). There are only a few studies that have explored the impact that affiliation to a business group has on the degree of internationalization of the focal firm, and present inconclusive findings (e.g. Chang, 1995; Kim, Kim, & Hoskisson, 2010). Examining not only institutional differences but also factor market difference between home and host countries also seems to matter with regard to internationalization from emerging economies (Kim, Hoskisson, & Lee, 2014). In the wake of the recent widespread and accelerated internationalization of emerging market firms, including many that are affiliated to larger business groups, the internationalization of business group affiliated firms warrants a deeper and systematic investigation from a variety of theoretical and empirical approaches.

As emerging economies develop and become mid-range economies (Hoskisson, et al., 2013), how does this change the nature of business groups and their internationalization strategies. Do they restructure their portfolios as transaction cost theory would imply (Hoskisson, Johnson, Tihanyi, & White, 2005)? Do they substitute domestic product diversification for more internationalization (Meyer, 2006)? How are they structured and governed differently (Chittoor, Kale, Puranam, 2014) as the country settings change and as they pursue increased innovation and internationalization (Yiu, Hoskisson, Bruton, Lu, 2014)? How does government ownership influence their corporate and internationalization strategies (White, Hoskisson, Yiu, & Bruton, 2008)?

Many studies simply use dummies to distinguish group affiliates from independent firms. This approach assumes all affiliates benefit equally, which is questionable due to differences in value capture. For example, research shows that affiliate firms differ in their ability to capture benefits from internationalization; in this study more powerful group firms benefit from internationalization compared to less powerful affiliates (Wan, Hoskisson, & Kim, 2004). However, we

have limited understanding of differences in power and of value capture among affiliates because few scholars examine heterogeneity among group affiliates.

The special issue solicits scholarly contributions that provide a finer-grained analysis of the internationalization of business group affiliated firms from emerging markets, encapsulating the unique attributes of business groups as well as that of the institutional and cultural contexts where they prosper. The following is an illustrative list of questions:

1. How is the efficacy of business groups affected due to the rapidly changing institutional environment in EEs?
2. Business groups are social structures deeply embedded in the broader institutional environment of EEs. How does this embeddedness affect the internationalization propensity of their affiliates?
3. What are the similarities and differences between business groups from different emerging economies as well as developed economies and how do these similarities/differences affect their internationalization behavior?
4. How are business groups organized and managed differently in different country institutional and factor market settings? What organizational transformation are business groups undergoing to respond to the changes in the external institutional environment?
5. What are the unique resources and capabilities of business groups? How do these capabilities help group affiliated firms in internationalization?
6. Are the advantages and/or disadvantages of affiliation to business group context-dependent? How do individual business affiliate firms benefit more or less from group affiliation?
7. Do advantages and/or disadvantages transfer to foreign markets when EE firms internationalize their operations?
8. How do business groups extend their group like structure in foreign markets?
9. How does the presence of a business group in an industry affect the industry-wide innovation and internationalization?
10. How do the foreign market entry modes differ between group affiliated and unaffiliated firms?

We encourage potential contributors to examine the internationalization of business groups from different theoretical perspectives and empirical approaches, including multi-level models and case studies. Authors should not merely be testing the existing theories in the context of business groups, but make use of the novel context to develop new theories and explanations, and thereby enrich our understanding of firm internationalization behavior in general, and of business group internationalization behavior in particular.

### Submission Process:

By March 1, 2015 all manuscripts should be submitted using the online submission system. The link for submitting manuscript is: <http://ees.elsevier.com/jwb>.

To ensure that all manuscripts are correctly identified for consideration for this Special Issue, it is important that authors select 'SI: Business Groups' when they reach the "Article Type" step in the submission process.

We may organize a workshop designed to facilitate the development of papers. Authors of manuscripts that have progressed through the revision process will be invited to it. Presentation at the workshop is neither a requirement for nor a promise of final acceptance of the paper in the Special Issue.

Questions about the special issue may be directed to any of the following guest editors:

Ajai Gaur, Rutgers University, USA, [ajai@business.rutgers.edu](mailto:ajai@business.rutgers.edu)

Jane Lu, University of Melbourne, Australia, [jane.lu@unimelb.edu.au](mailto:jane.lu@unimelb.edu.au)

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## Call for Papers

### European Journal of Industrial Relations

#### *Work and Organization in the Age of Global Economic Crisis: Industrial Relations in the Post-Socialist Societies of Europe*

**Submission deadline: July 31, 2015**

**Guest Co-editors:** Anna Soulsby, Graham Hollinshead, Thomas Steger

In this special issue, we invite comparative studies that examine growing insecurities in the fields of work, organization and employment in Central and Eastern Europe (CEE), including the effects of migration, in the context of the international 'crisis of capitalism'. We are interested in research that investigates local responses (at the levels of the workplace, establishment or industry) to the spread of uncontrolled market forces in the region and makes connections to de-

bates in the wider social sciences. We are particularly interested in studies which analyse the latest phases of transition in CEE as subject to contestation and negotiation by a plurality of groupings within economy and society, and which bring to the fore the significance of class, gender and ethnicity. We welcome submissions which capture the unevenness of developments since the financial crisis through comparative analysis of changes in the institutional arrangements impinging on work and employment. We also wish to explore whether, and how, the particularly hostile environment for trade unionism in CEE is creating new avenues for renewal and reinvention, and whether the resourcefulness and imagination exhibited by trade unionists in the region offer real learning opportunities for the international labour movement.

### **Key Dates and Contact Details:**

Submission of extended abstracts (maximum 1000 words not including references): **29 December 2014.**

Submission of full papers: **31 July 2015.**

Please contact one of the guest co-editors, or the Editor, for any queries. The abstract submission should be sent by e-mail attachment to the following:

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## **Invitation**

### **2nd Research Conference on Business and Management in Central and Eastern Europe:**

***The Outside & Inside View on CEE Business and Management:  
Bringing Different Perspectives Together***

**December 9th, 2014**

**WU Vienna, Austria**

The Competence Center for Central and Eastern Europe at WU Vienna, Austria, would like to invite you to the 2<sup>nd</sup> Research Conference on Business and Management in Central and Eastern Europe:

The Outside & Inside View on CEE Business and Management: Bringing Different Perspectives Together, 9<sup>th</sup> December, 2014, WU Vienna, Austria.

Our goal is to stimulate the academic discussion on a **research agenda for CEE business and management**. The Conference is built around four thematic blocks/panels: (a) The future of the CEE Region; (b) The CEE region seen from the outside: Lessons from other emerging markets; (c) Leadership, corporate governance and CSR in the CEE context and (d) Competitive and internationalization strategies in and from the CEE region.

Keynote speakers are:

- Yuri Blagov, St. Petersburg State University - Graduate School of Management, Russia
- Keith Brouthers, King's College London, UK
- Pervez Gauri, King's College London, UK
- Rainer Münz, Head of Research & Knowledge Center, Erste Group
- Krzysztof Obloj, University of Warsaw & Kozminski University, Poland
- Ravi Ramamurti, Northeastern University, USA

We have a **limited Call for Papers** for the panels on “Leadership, corporate governance and CSR in the CEE region – The foreign and local firms’ view” and “Internationalization and competitive strategies in the CEE region – The foreign and local firms’ view”. Researchers are invited to submit **extended abstracts** (max. 5 pages) addressing the topic of the panel, highlighting current trends, controversies and promising research themes relevant in the CEE context by **26<sup>th</sup> October 2014**.

For more details go to the **Conference website**: [http://www.wu.ac.at/cee/cee\\_2014](http://www.wu.ac.at/cee/cee_2014)