

Editorial

Slovakia, Poland, and Russia as well as innovation, HRM practices and problems of M&A are forming the broad agenda of this issue of JEEMS. In addition, comparative data from other Central European countries is included. The topics and problems show both similarities and differences of an emerging East European Capitalism.

In the first contribution, *Sestakova and Hekelova* are looking at the innovation process in large and medium sized companies in Slovakia during the 1990s. The surveys from 1990, 1996 and 1998 show a shift in the activities, sources, funding structures, and barriers from the early 1990 to the end of the decade. Here, the growing importance of internal factors, as the awareness of responsible managers, the organisational cultures, the influence of sub-cultures, and communication seem to be the main factors partly preventing the further introduction of advanced techniques of quality management in the country.

The next articles put Poland in the centre of attention. Using official statistics and secondary analysis, *Otte* shows the extension of wage differentiation within the Polish labour market and its various impacts. Despite a more and more systematic approach in the area of performance appraisal and variable pay, a majority of Polish companies sticks with traditional methods of job evaluation. The influence of Western consultants in this field seems to be considerably low.

Mroczkovski, Carmel and Saleh focus on the competitiveness of Central European IT exporters and their attractiveness for Western capital based on a survey of IT exporters from Poland, Hungary, Romania, Bulgaria and the Czech Republic. The results show the key competitive advantages and disadvantages of Central European IT companies as they compete for outsourcing work in the US and Western European markets.

In addition, two interesting smaller contributions in this issue are dealing with experiences of a merger in Poland, and with management training in Russia and the NIS.

All in all, this issue gives an excellent overview with a lot of insights on a process of normalization after transformation, but also on specific patterns and cultural underpinnings of an “East European Capitalism”.

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