

## Has the Transformation Process come to an End?

Dear Reader,

No, it has not! This could be the simple answer directly derived from the three articles of this new JEEMS issue. Although the everyday life in most transformation countries of Central and Eastern Europe often seems to have become common and normal, there are still many aspects to be detected where the transformation process is still going on. If we are only sensitive enough to recognise and to consider it – as the authors of this issue obviously do!

*Gyorgy Malovics, Gabor Racz, and Sascha Kraus* dedicate themselves to the topic of environmental management systems (EMS) that has turned out to be still in deficit throughout many recent events of considerable environmental pollution in the region. Nevertheless, in the case of Hungary, the authors found that external pressure on companies still remains on a fairly low level. The companies usually perceive environmental management through a distinctively economic perspective and, consequently, engage themselves predominantly out of competitive reasons. Moreover, the authors also point out that EMS is a matter closely connected with the transfer of ideas and knowledge from Western countries.

The second article, authored by *Richard Grover, Mikhail Soloviev, and Vladimir Zakharchenko*, focuses on corporate real estate management – a topic still widely neglected in management studies, not only with respect to the Russian market. It subtly describes how corporate real estate management is linked with internal (namely company top-management) as well as external key factors (namely the development of the national legal framework). As a main result, a conceptual model including those diverse interdependencies stands in the centre of the article. Moreover, the authors show how corporate real estate management has changed in importance as well as in character throughout the past fifteen years of the Russian transformation process.

In contrast to the aforementioned papers that mainly concentrate on “hard” factors, *Kevin Dalton and Liz Kennedy* in their article deal with a crucial “soft” factor, namely with management culture in Romania. On the basis of twelve company case studies they point out how the restructuring of both, society and companies, has impacted on leadership styles and, moreover, has promoted the development of new philosophies and approaches derived from Western models. As one main result, the authors develop a typology of five different managers in this respect. Moreover, they warn from overtaking easily designed concepts and ideas from the West that often turn out afterwards to hardly fit with the cultural values and traditions of the national culture.

In more general terms, the articles of this issue do also reflect the broad variety of theoretical and methodological approaches to which JEEMS feels committed.

This includes both quantitative (e.g. Malovics et al.) and qualitative (e.g. Dalton and Kennedy) approaches as well as strictly empirical (the two above mentioned papers) and more conceptually oriented contributions (e.g. Grover et al.). We are convinced that it is still much too early to limit the instruments with which we try to explore the complexity of management in Central and Eastern Europe. Not at last, because of the transformation process still going on.

I wish you a refreshing and insightful lecture!

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