

## Editorial

Dear reader,

What about a journey through the landscape of CEE management? Have you ever heard about different patterns of blockholding behaviour in enterprises in Bosnian-Herzegovina or about the relevance of different institutional factors for foreign enterprises in Russia? What do you know about CSR in Hungarian SMEs, and what about the reasons of management crisis in public broadcasting in Serbia?

If not, and if you are interested to learn more about this variety of topics of CEE management, you should definitely read this issue of JEEMS! The authors deliver some statistical as well as case study evidence about those phenomena which may enhance our knowledge about current regional problems of CEE management.

We may start our journey in Bosnia-Herzegovina, and, more concrete, in the Republic of Srpska. As a part of the former Yugoslavia, where participation has played an important role in the past, the issue of ownership concentration or blockholding, and its influence on organizational structures and behaviours is in the centre of the article by *Janez Prašnikar, Dragan Mikerević and Damjan Vojc*. Based on survey research in a smaller sample of enterprises they found two main types of blockholdings with different degrees of institutionalized worker empowerment, as well as different effects of individual and organizational behaviour.

The next stop of our journey is Russia. The special shape of the institutional environment in Russia and its impact on management activities of foreign firms is a long-standing topic in CEE research. *Roger Moser, Christian Paul Jian Wei Kuklinski and Markus Weidmann* try to approach the topic with a framework which incorporates an institution- and resource-based view. The special research focus was on foreign third party logistics service providers. Based on 15 in-depth case studies, the authors particularly underline the importance of human resources, physical resources and organizational resources. Since decision making in the legal field was found to be based on experience and contacts to authorities, the development of respective legal resources was also found to be important.

Back to Hungary, *Noémi Csigéné Nagypál* discovered in a survey based research approach the state and perspectives of Corporate Social Responsibility (CSR) in Hungarian SMEs. While foreign firms or larger domestic enterprises have got more attention in their activities by prior research, the results can fill a knowledge gap. The focus of the article is, thereby, on environmental activities, which, taking the necessary financial resources, are more difficult to handle by

SMEs. It turned out that main stakeholders including MNE customers may have a relevant impact on SMEs activities.

Our last destination is Serbia. We also move from the private to the public sector management. *Biljana Ratković Njegovan* and *Iva Šidanin* took a look at the crisis in public broadcasting, that they describe as a management crisis. Based on statistical data and a case study with an organizational survey of different groups of actors, the authors try to find main reasons for the crisis.

I hope you will enjoy the journey as I do!

*Rainhart Lang*

In the latest **2013 Journal Citation Reports®** (Thomson Reuters, 2014) JEEMS received an impact factor of **0.406**. This is a considerable improvement compared to the last year. The Editorial Committee wishes to thank all authors, reviewers and friends of our journal who have contributed to this success and hope we can also count on you in the future!