

# A Decade of Impact: A JEEMS Bibliometric Science Map\*

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## Abstract

This bibliometric research note analyses the impact of the *Journal of East European Management Studies* (JEEMS) since its SSCI indexation. We analyse 91 papers in English, showing that most papers are country and/or case specific, with a large majority of papers associated with the international business discipline. The strongest contributions have been made to the general international business literature and the literature on corporate social responsibility, as well as culture studies. We identify several gaps and outline future research directions.

**Keywords:** Bibliometric analysis, Impact, Science mapping, Co-word analysis, Thematic map, Future research

**JEL Codes:** M10, M16, C18

## 1. Introduction

Since its establishment in 1996, the *Journal of East European Management Studies* (JEEMS) has been advancing management scholarship related to Central and Eastern Europe (CEE). As a region, CEE has been shaped by distinct types of embeddedness (Jaklič/Rašković/Schuh 2018). It has also been characterized by “unique societal quasi-experiments” that were driven by socialist ideology (Meyer/Peng 2005: 600). This provided “a fascinating research laboratory in which to assess the explanatory and predictive power of different theories” (Meyer/Peng 2005: 600).

CEE-related research has been particularly instrumental for the advancement of institutional theory (Cantwell 2016). It has also helped “sensitize” cultural research (Peterson 2016) and enabled the exploration of various processes of organizational transformation (Soulsby/Clark 2007). Business ethics research (Brown/McCabe/Primeaux 2003) and research on corporate social responsibility (CSR) (Klopp 2015) have also benefited.

In 2010, JEEMS received its first JCR impact factor from what is now Clarivate Analytics. Marking the first decade of the journal’s SSCI indexing is a good opportunity to assess the journal’s impact. We are also marking the 30th anniversary.

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sary of the fall of the Iron Curtain and have asked ourselves the following research questions:

- What impact has research published in JEEMS had and where?
- What was the journal's impact beyond the CEE academic space?
- Which streams of research have emerged particularly strong within JEEMS?
- Which papers and/or authors have been particularly impactful?

These are just some of the research questions driving our bibliometric research note. However, bibliometric analysis does not assess past performance only (Zupic/Čater 2015). It can also inform future research (Elango 2019). This is precisely what we aim to do. Employing bibliometric analysis allows us to facilitate future research through science mapping, which combines classification, quantitative analysis and visualization of bibliometric data (Boyack/Klavans 2014). It is also becoming increasingly relevant within international business to assess the evolution of research (Jaklič/Oblój/Svetličić/Kronegger 2020).

We present a bibliometric analysis of 91 papers published in JEEMS in the English language available in the Web of Science (WoS) (Core Collection) database since 2010 (as of 3 November 2019). Our research note further supports the 2017 JEEMS special issue on 20 years of CEE management research by Steger, Lang and Rybníkova (2017). However, we employ a structured bibliometric analysis and draw on different kinds of analyses of keywords and titles. We also analyse the impact of specific papers and authors (e.g., citation-based impact, co-citation analysis, gatekeeping positions).

We make three contributions. First, we illustrate the applicability of bibliometric analysis, which has gained popularity in the management and organization literature (Aria/Cuccurullo 2017). Second, bibliometric analysis allows for an objective assessment of the journal's “performance” and specific papers. Third, the science mapping approach employed in this paper helps inform future research and the evolution of the CEE-related management studies. All of this should be useful in guiding future research.

## 2. Data and Methodology

### 2.1 About bibliometric methodology

The academic output landscape is growing exponentially (Aria/Cuccurullo 2017). Literature reviews have become essential (Fink 2019) to “advance a line of research, and provide evidence-based insight into the practice of exercising and sustaining professional judgment and expertise” (Aria/Cuccurullo 2017: 959). However, empirical and phenomenon-driven studies have significantly promulgated the creation of “voluminous” and highly “fragmented” streams of research. These often span different disconnected disciplines. All of this makes

it increasingly difficult for researchers to stay on top of the evolving literature (Aria/Cuccurullo 2017).

In the past, qualitative literature reviews of various types and quantitative meta-analyses were preferred methods of assessing bodies of literature on a given topic, in a given domain and/or for a specific discipline (Zupic/Čater 2015). However, producing comprehensive, systematic, explicit and reproducible literature reviews is challenging and can be subjective to a large degree (Fink 2019). The issue of “objectivity” has become a contested issue in such studies. This is perhaps less so for those focused on concepts, theories and/or research domains but more apparent when it came to assessing “performance” of specific journals, impactful papers and/or specific authors (Harzing 2010). It is for all these reasons that bibliometric analysis is viewed as an objective, transparent and credible “third option” (Aria/Cuccurullo 2017). It is believed to be “less judgement-driven” and more stable over time (Elango 2019: 224).

Bibliometric analysis is a subtype of scientometric analysis focusing on the analysis of publications, authors and their attributes (Gingras 2016). It focuses on the “big picture” and analysis of structural features of scientific fields and/or domains (Zupic/Čater 2015). It most often includes a combination of mathematical and statistical measures informed by the network analysis methodology (Elango 2019). It is combined with various types of visualization techniques and tools (Aria/Cuccurullo 2017). Bibliometric analysis is usually conducted for various types of performance analysis or for science mapping (Zupic/Čater 2015; Harzing 2010). Science mapping focuses on studying trends, the evolution of themes and/or shifts in disciplinary boundaries with the intent to inform future research (Aria/Cuccurullo 2017).

The quality of any bibliometric analysis depends on the quality of the data input and the type of data captured (e.g., abstracts and/or references of the captured works) (Bolzan de Rezende/Blackwell/Pessanha Gonçalves 2018). Bibliometric analysis is influenced by the types of analyses employed, which most often include the following (Zupic/Čater 2015; Harzing 2010): citation and co-citation analysis; co-authorship network analysis; and various types of co-word and co-occurrence analysis (e.g., based on factor analysis, clustering techniques, multiple correspondence analysis (MCA) and multidimensional scaling). Any bibliometric analysis, particularly science mapping, can be significantly “elevated” by accompanying visualizations (Zupic/Čater 2015). Until 2017, BibExcel, Sitkis and SciMAT were the three most popular types of bibliometric software, further aided by social network analysis software, such as Pajek and UCINET.

Since 2017, however, the development of the *Bibliometrix* package (Aria/Cuccurullo 2017) for the open-source statistical software package *R studio* (and an accompanying *biblioshiny* Web-based interface) is becoming a kind of gold standard, at least for the science mapping stream of bibliometric analysis. For a

more systematic overview of a bibliometric workflow and the various steps taken in bibliometric analysis, please refer to Aria and Cuccurullo (2017) and Zupic and Čater (2015).

## 2.2 Data

A search of the WoS Core Collection identified 91 academic papers published in English since JEEMS' SSCI indexing in 2010. We have chosen the WoS database as the scientific database “gold standard” in management and organization research (Zupic/Čater 2015). It was also chosen because JEEMS itself is part of the WoS database. We exported the data with full information about authors, titles and sources. It additionally included information about abstracts and all cited references. We saved it as a BibTeX (.bib) file and converted it for subsequent analysis by the *Bibliometrix* algorithm (Aria/Cuccurullo 2017) in *R studio*.

Searching the WoS, we found 96 hits related to the following advanced Boolean search terms: *SO=(Journal of East European Management Studies)* and “English” as the selected language. This means there were, as of 3 November 2019, 96 entries affiliated with JEEMS in the WoS Core Collection database. However, after inspecting each individual item, we found that 5 hits were not papers but rather editorials (3), bibliographical notes (2) and paper proceedings (1). We eliminated these 5 entries and proceeded with our bibliometric analysis of the 91 remaining entries.

The 91 analysed papers jointly contain 361 author keywords and have a total of 217 authors. 86 % of the papers (78) have been co-authored with only 14 % written by single authors. The average number of authors per papers is 2.38. The so-called collaboration index is 2.62. It shows the total number of co-authored papers relative to total co-authored papers. We can see that in the majority of cases, papers published in JEEMS are co-authored by triadic authorship networks.

## 3. Results

We first focus on assessing JEEMS' impact and that of specific seminal papers. Second, we look at the evolution of JEEMS' research over the last decade in terms of specific themes and link this evolution to authors, specific countries and content of titles and keywords. Third, we identify specific co-citation sub-networks.

### 3.1 Assessing the impact of JEEMS

The 91 analysed papers have produced a total of 274 citations in WoS, and this total corresponds to an h-index of 8. The h-index captures the productivity and impact of academic output and is considered the most widely used research im-

pact metric (Hodge/Lacasse 2011). In terms of the average number of citations per year, 2013 was most productive with 6.93 average citations per paper, followed by 2012 with 6.91 average citations per paper or 1.15 and 0.99 average citations per year.

Looking more specifically at the structure of citations, Table 1 shows the most impactful (Total citations > 10) JEEMS papers in terms of total citations generated in WoS. We can see that Nowinski and Rialp (2013) have the most impactful paper with 26 total citations. The paper focused on the drivers and strategies of international new ventures that falls within the IB discipline domain. Despite a few “local citations” by other JEEMS papers (4), the majority of citations came from other journals (global citations). These include the following: *Journal of Business Research*, *International Marketing Review*, *Thunderbird International Business Review*, *Asia Pacific Journal of Management*, *European Business Review*, *Multinational Business Review*, *Journal of International Entrepreneurship* and *Journal of Small Business and Enterprise Development*. Several of these journals publish research from the IB discipline area.

**Table 1: Most impactful JEEMS papers in terms of generated citations in WoS**

No.	Authors and year	Title	Total WoS citations
1.	Nowinski/Rialp 2013	“Drivers and strategies of international new ventures from a Central European transition economy”	26
2.	Remišová/Búciová 2012	“Measuring corporate social responsibility towards employees”	20
3.	Vukonjanski/Nikolic/Hadžić/Terek/Nedeljković 2012	“Relationship between GLOBE organizational culture dimensions, job satisfaction and leader-member exchange in Serbian organizations”	13
4.	Gorynia/Nowak/Trapczynski/Wolniak 2015	“Outward FDI of Polish firms: The role of motives, entry modes and location factors”	11
5.	Lang/Szabo/Catana/Konecná/Skálová 2013	“Beyond participation? Leadership ideals of future managers from Central and East European countries”	10
5.	Jiménez Palmero/Durán Herrera/de la Fuente Sabaté 2013	“The role of psychic distance stimuli on the East-West FDI location structure in the EU. Evidence from Spanish MNEs”	10

Remišová and Búciová (2012) had the second most impactful paper with 20 total citations, of which three were local (including one auto citation) and 17 were global. This paper focused on measuring CSR oriented towards employees. Amongst those citing this work was the highly impactful *Journal of Cleaner Production*. Several SSCI-indexed conference proceedings also cited the paper.

The next two most impactful papers had 12 (Vukonjanski et al. 2012) and 11 total citations (Gorynia et al. 2015). Both fell within the general domain of IB, as the first one focused on culture (linked with the GLOBE project), whereas the second looked at the outward foreign direct investment (FDI) of Polish firms. Looking at the sources of those citations, the former had four local citations in JEEMS, and the latter had one local citation (actually an auto citation). In terms of global citations, the former was particularly impactful in the psychology domain (e.g., *Journal of Managerial Psychology*, *Frontiers in Psychology*), whereas the latter was more impactful in the management domain. It was picked up by the *Global Strategy Journal*, *European Business Review* and *Journal of East-West Business*. Several of these citations were, however, auto citations in other journals.

Amongst the top 10 most impactful papers, Anna Remišová is the only one to have two papers in JEEMS. Her 2013 paper (Remišová/Lašáková/Krzykala-Schaefer 2013) on CSR in European countries had a total of 7 citations.

Looking at the top 20 most impactful papers in terms of total citations, 10 or half of the most impactful top 20 papers are related to the IB discipline area. Strategy and internationalization of CEE companies were the most represented topics within these publications. Jointly, they have to date produced 87 of the total 274 citations or 32 % of the overall citation impact of JEEMS. Organizational behaviour follows in second place amongst the top 20 most impactful papers. Looking at the journals that referenced those papers, a large number of these journals are also connected to the IB discipline area.

**Table 2: Top 10 most frequently referenced journals within JEEMS**

No.	Journal	# of times referenced in JEEMS
1.	Journal of International Business Studies	206
2.	Academy of Management Review	109
3.	Journal of East European Management Studies	107
4.	Academy of Management Journal	106
5.	Strategic Management Journal	97
6.	Journal of Applied Psychology	70
7.	Journal of Management	59
8.	Journal of Management Studies	53
9.	Entrepreneurship Theory & Practice	50
10.	International Business Review/Journal of Business Research/Journal of Business Venturing	48

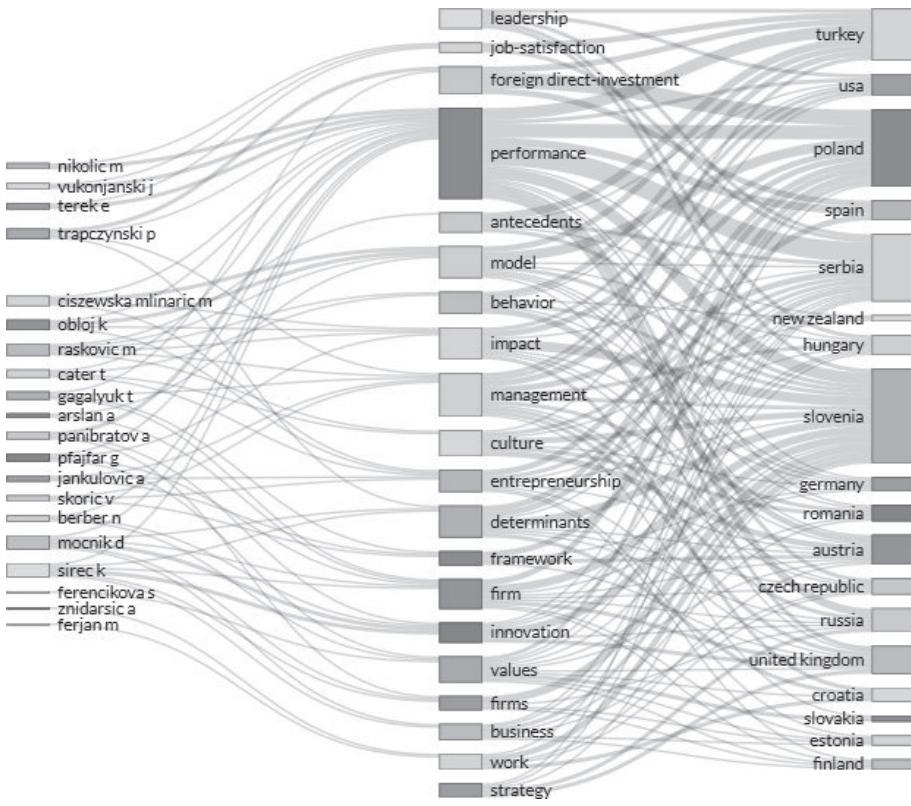
Research in JEEMS is regularly cited by established journals in the IB, strategy, entrepreneurship, management and psychology disciplines, as well as by scholars interested well beyond the CEE regional scope.

In terms of the key sources referenced in JEEMS, the 91 JEEMS papers published in English between 2010 and 2019 drew overwhelmingly on literature from the IB discipline domain, as can be seen from Table 2. The Journal of International Business Studies was the most often referenced source with 206 papers, followed by the Academy of Management Review (109), JEEMS (107) and the Academy of Management Journal (106). JEEMS' third place amongst the most referenced sources shows a relatively high level of so-called "local" referencing.

### 3.2 Key streams and themes

Linking the 20 key authors with the 20 most relevant keywords (so-called keywords plus identified by WoS) and the top 20 countries, Figure 1 presents an interesting three-dimensional map.

Figure 1: Three-dimensional plot of key authors, keywords plus and countries



The analysis of keywords plus shows a strong focus on performance outcomes (e.g., FDI and market entry, firm performance, innovation), especially from an

IB firm perspective. This is followed by a focus on broader management issues, followed by “determinants” and “firms”. As we can see, the predominant logic is a strategic one focusing on firms and organizational performance. In terms of specific countries represented by the authorships, Slovenia leads with over 48 author-country hits, followed by Poland (39) and Serbia (34). Amongst non-CEE countries, Turkey is in first place, followed by Austria, the UK and Russia.

Assessing the key themes through analysis of keywords plus and titles, Table 3 presents a summary of the 10 most frequently present words in the form of keywords plus and titles of papers.

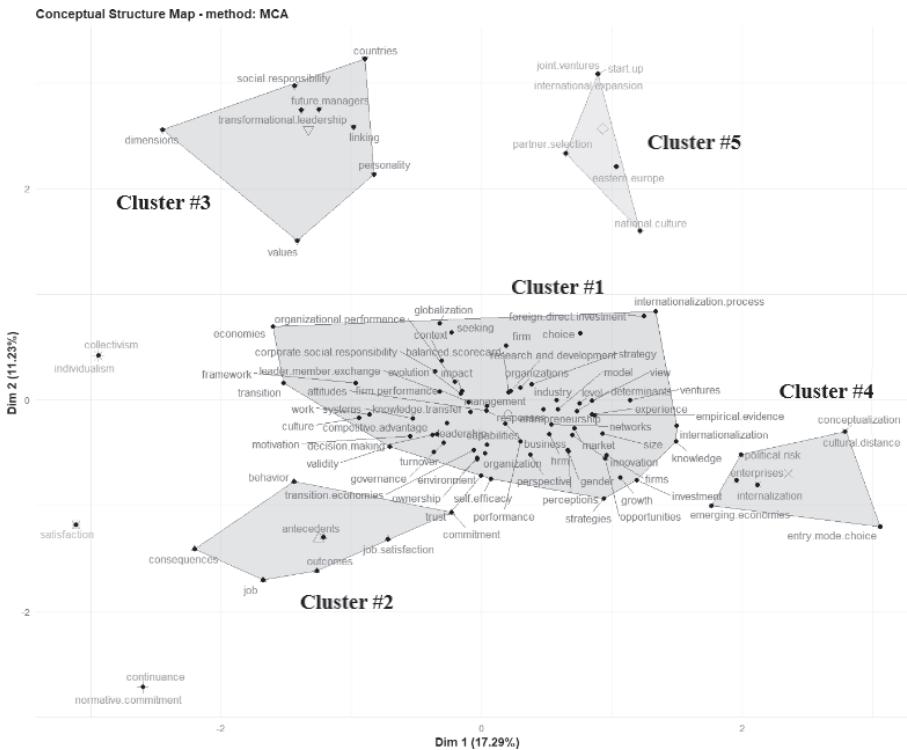
**Table 3: Most frequent words in keywords plus and titles**

No.	Keyword plus	Frequency	No.	Title word	Frequency
1.	performance	29	1.	Europe/European	17
2.	firm(s)/enterprises	17	2.	evidence	16
3.	management	14	3.	country/countries	15
4.	determinants	10	4.	central and eastern	13
5.	impact/model	8	5.	companies/firms	11
6.	FDI/innovation strategy	7	6.	case	10
7.	antecedents/business/culture/entrepreneurship/framework	6	7.	role	9
8.	behaviour/leadership/values/work	5	8.	management/transition	8
9.	consequences/growth/internationalization/job satisfaction/knowledge/transition economies	4	9.	emerging/leadership	7
10.	choice/experience/industry/investment/national culture/networks/organizations/outcomes/perceptions/personality/strategies/systems	3	10.	business/culture/empirical/Polish/SMEs/study/work	6

As we can see, the most frequent keywords plus show a strong determinant-outcome-performance focus on firms, accompanied by interest in FDI strategy, culture and entrepreneurship. The most frequent title words show a strong empirical and case-based narrative against a distinct regional backdrop.

Turning from descriptive statistics to multivariate analysis, Figure 2 shows the conceptual structure of the 50 most common terms (keywords plus) based on MCA. The analysis identified six distinct subgroups.

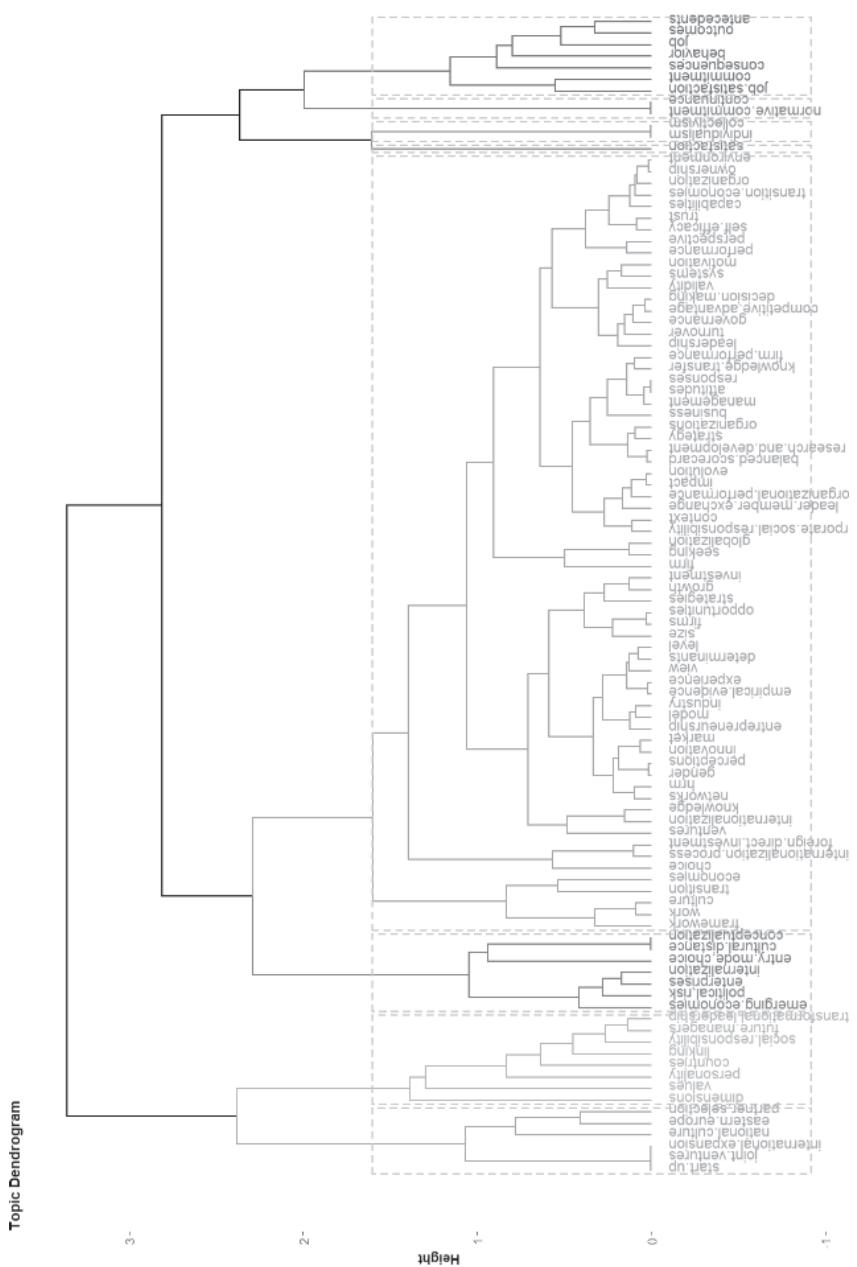
**Figure 2: Conceptual structure of 50 keywords plus with five distinct “clusters” and a total of eight identified subgroups based on multiple correspondence analysis**



“Cluster #1” is the largest and depicts a relatively heterogeneous group of papers addressing a firm and organizational perspective with a strong international strategy; leadership and organization; and culture and entrepreneurship sub-pockets. “Cluster #2” emphasizes a stronger antecedent-determinant-outcome perspective, while “Cluster #3” one is linked more to a managerial perspective (e.g., transformation leadership and CSR). “Cluster #4” addresses emerging markets from the perspective of market entry strategy determinants (e.g., culture distance and risks), while “Cluster #5” has a more entrepreneurship narrative.

Figure 3 presents a hierarchical dendrogram of the 50 keywords plus that shows the six optimal groups of keyword plus discussed in Figure 2 and the corresponding hierarchy of the clustering of keywords plus.

Figure 3: Dendrogram of 50 keywords plus based on multiple correspondence analysis

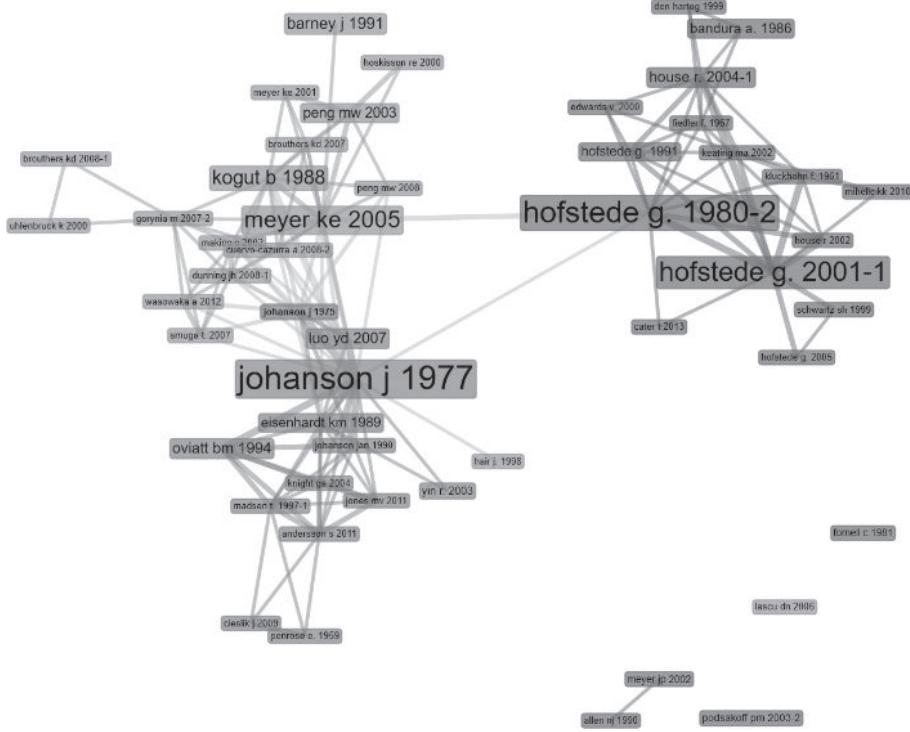


For example, we can see that the largest group of keywords plus has a distinct firm and organizational narrative, which is comprised of several sub-segments of keyword plus related to culture, knowledge and innovation, international decisions and firm performance. It also shows that the cluster to the far left is quite distinct from the rest of the other keywords, indicating a particular niche within the journal quite “detached” from other topics.

### 3.3 Co-citation analysis

Figure 4 includes a co-citation network of the 50 most referenced papers that shows three distinct groups of cited literature: a culture group centred on the work of Geert Hofstede; an internationalization group centred on the Uppsala school of internationalization; and the regional groups centred on the seminal work of Meyer and Peng (2005) on probing theoretically into CEE. This co-citation subgroup also has a distinct IB perspective.

Figure 4: Co-citation network of the 50 most relevant papers referenced



To summarize, the results of our bibliometric analysis show a strong focus on the “contextual richness” and emerging/transitional nature of CEE markets. We examined these using established models and tested theories that are most often

developed in Western developed markets. Following a strong antecedent-determinants-performance outcome narrative, a majority of the published papers in JEEMS within the last decade assume a single-country case study approach (especially focusing on Slovenia and Poland), complemented by a few papers focusing on the region as a whole. In terms of specific themes, IB-related themes make up a large body of published research, with strong cultural and international strategy undertones. More recently, (international) entrepreneurship research seems to have gained momentum within the journal, mainly as a separate niche.

#### 4. Discussion and Future Research Directions

Complementing the 20th anniversary special issue of JEEMS edited by Steger et al. (2017), our bibliometric study supports their observations and points to a shift within the last decade, as compared to the last two decades, that has likely been caused by a move away from examining transitional challenges of CEE economies and towards examining the integration of CEE markets and firms into the global or regional economy.

Similar to the editors' observations of the special issue, we find that Slovenia and Poland are the two most researched countries within the journal, as well as the most represented in terms of authorship. One could extrapolate this and say that Visegrad countries and large Western Balkan countries are somewhat better represented than, for example, Baltic countries (e.g., Bulgaria and Romania) and smaller Western Balkan countries (e.g., Bosnia and Herzegovina, North Macedonia, Montenegro, Kosovo), not to mention the Ukraine and Belarus.

Furthermore, while Russia was increasingly researched in the late 1990s and early 2000s (Steger et al. 2017), this research stream seems to have "cooled off" since 2010. As CEE ceased to be defined in ideological terms (Meyer/Peng 2005) and became co-opted into the "global west" (Rašković et al. 2020), the distinctiveness of Russia as a Eurasian emerging market seems to have "severed it" from the CEE geographical context and co-opted it with the other emerging markets (e.g., BRICS).

Future research by JEEMS should pursue a more balanced country focus that includes Baltic countries (e.g., Bulgaria and Romania) and smaller Western Balkan states (e.g., Bosnia and Herzegovina, North Macedonia and Kosovo). Lastly, the Ukraine and Belarus should also not be overlooked. In contrast to single-country studies, more emphasis should be given to multi-country studies that focus on examining the boundary conditions and/or contextual moderators across specific country environments with exploration of implications at the country, regional, organizational and individual levels. Such multi-country and multilevel studies are especially lacking.

Given the “heterogenous nature” of the CEE region, it could serve as a ground for contrasting various theories in different settings (e.g., boundary conditions, crossover effects, contingency conditions, multilevel phenomena). This would be valuable in terms of extending traditional models and theories that have been mostly applied within the last decade (Steger et al. 2017). As various CEE countries have pursued different institutional paths (Hardy 2014), it would also be interesting to explore the potential existence of any crossover effects where effects “flip” under specific conditions.

CEE-related research has importantly advanced institutional theory (Cantwell 2016) and deepened our understanding of the various processes surrounding organizational transformation (Soulsby/Clark 2007). However, the potential related to entrepreneurship and distinct types of innovation (e.g., customer-centric innovation) remains quite unexplored despite the contextual specifics of the CEE environment and encourages market performance when it comes to international entrepreneurship and innovation (Jaklič et al. 2018).

Additionally, while interest in the CEE region has helped sensitize research on culture (Peterson 2016), the issue of “alternative understandings” of culture (e.g., subnational, city-level and generational cultures) remains unexplored, despite increasing calls to transcend methodological nationalism (Tung/Stahl 2018). Likewise, the widespread (mis)use of identity politics within CEE (Vasilev 2019) – both past and present – and the creation and erosion of various kinds of subnational and supranational types of identity are further areas where CEE-related research can make an impact beyond the CEE interest sphere and contribute to the general IB/management theory (Rašković et al. 2020).

As our bibliometric analysis has shown, JEEMS has made the largest impact within the IB discipline and at the nexus between management/organization studies and culture. This is consistent with the overview provided by Steger et al. (2017). A more careful examination shows that the IB/internationalization stream has evolved from inward to outward perspectives and more collaborative internationalization perspectives. It also seems to be shifting from traditional FDI/market entry decisions towards international new ventures and greater emphasis on international entrepreneurship.

What seems to be lacking is research on global value chains and a more human-centred approach to IB issues examining attitudes, managerial decision-making and the evolution of consumer cultures. Research on (international) entrepreneurship has increased in recent years. As the current IB landscape becomes more sensitive to issues of origin and globalization, research on various types of (consumer) dispositions towards globalization, countries and/or regions could be another valuable area for CEE-related research, particularly for interregional business between Europe, Russia and Asia.

With various institutional divergence pathways (Hardy 2014), especially since the 2008 global economic and financial crisis, we believe greater attention should also be paid to the various types of convergence-divergence/integration-disintegration processes (Witt 2019) taking place at multiple levels (e.g., at the regional, national and subnational levels) and the nexus between business and society. The recent political, economic and historical business developments of and within the CEE region can serve as a rich source for testing theories about political risk and risk management, business environment and/or disintegration.

With changes to the existing global architecture and greater interregional “rivalry” in an increasingly multipolar world order, research focusing on CEE countries should consider balancing inter- and intraregional perspectives in a revival of political economy. This should in turn not be seen simply as an exogenous environmental variable but an endogenous part of management theory and corresponding models (Witt 2019).

The majority of research within JEEMS seems to have adopted a pan-European comparative angle in which Eastern and Western Europe are often contrasted. Due to their geo-strategic location, we believe the predominant pan-European focus should be extended to further include specific relationships between Russia and CEE countries, between China and CEE countries (within the Belt and Road Initiative and the 17+1 collaboration platform) and between CEE countries and other Asian markets (e.g., Korea and Japan).

Against a changing global architecture, increasing sensitivity to issues of identity and the growing importance of the political economy, CEE countries offer invaluable experience to explore divergence, disintegration, transition and non-market forces for firms and individuals to inform the next decade of research in which JEEMS can take a leading role.

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