

Dear Reader

Welcome to this new edition of JEEMS. In this edition we have four articles covering a range of topics and research methods. In the first article, *Aleksandar Jankulović* (Belgrade Metropolitan University, Serbia) and *Vladimir Škorić* (University Singidunum Belgrade, Serbia) report on their very interesting study of performance management system (PMS) implementation in Serbia. The paper is unusual in that this is an under-researched but important topic in transition countries and so the report on their research is particularly welcome. A feature of the study is that the authors cover a number of different organisations in various sectors with different experiences in knowledge transfer and foreign capital investment. The authors also included organisations in the public sector as part of the study. The authors particularly note that an important factor in the successful implementation of PMS is the process of implementing ISO9001 in organisations and the experience of foreign partners or foreign ownership.

The second paper by *Witold Nowiński* (Poznan School of Banking, Poland) and *Alex Rialp* (Autonomous University of Barcelona, Spain) looks at processes of early and rapid internationalisation taken by the founders of small and medium enterprises in Central and Eastern Europe (CEE). Exporters from CEE countries face particular challenges, e.g. creatively utilising limited resources and building up reputation and brand recognition. The paper is a very interesting exploration based on four case studies of Polish entrepreneurs with an account of their experiences of internationalisation. It is especially interesting to note the importance of the internet in enabling entrepreneurs from CEE countries to compete in foreign markets. The authors develop a table illustrating the key factors in driving entrepreneurs to look outside domestic markets e.g. the need for capital and the possibility for higher profit margins.

The third paper is by *Jorma Larimo* (University of Vaasa, Finland, and University of Tartu, Estonia) and *Ahmad Arslan* (University of Vaasa). This paper interestingly considers the determinants of foreign direct investment (FDI) ownership choice of firms in Central and Eastern Europe (CEE) made by companies from Nordic countries. The approach used by the authors is based on three theoretical paradigms of International Business studies i.e. transaction cost economics, resource based view and institutional theory. The authors make an extensive empirical analysis of 720 FDI decisions made by the firms from the four Nordic countries in CEE region during 1990-2007, looking at wholly-owned subsidiaries and joint ventures. The authors found that that for FDI decisions made during 1990s product diversity was important. But by the 2000s, international experience and strength of market conforming values in the target country became significant determinants of the choice of ownership for Nordic companies.

Last, but not least, the article by *Daniel Zdolsek* and *Iztok Kolar* (University of Maribor, Slovenia) looks at issues of disclosure of information. In particular they focus on management disclosure practices of disaggregated financial information in company annual reports. The paper is based on a research sample of 232 large unlisted Slovenian companies and the authors looked at annual reports published in 2010. The authors note that the disclosure of information can have economic consequences which may be negative or positive so managers take strategic decisions about how much to reveal about the companies' activities. Indeed, the research revealed that over three quarters of large Slovenian unlisted companies do not disclose mandatory segment information as required by generally accepted accounting principles. As the authors observe, this reveals a problem in managerial behavior and practice in Slovenia which would lend itself to more research.

We hope that you enjoy the selection of articles in this edition and have a good summer.

*Anna Soulsby*